

Organizational commitment to mediate workload and compensation on work productivity at Madina Bukittinggi Hospital

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ABSTRACT

Observations by researchers in the field found that there were employee complaints regarding the workload and compensation carried out at Madina Bukittinggi Hospital and a lack of organizational commitment, causing a decrease in employee work productivity at Madina Bukittinggi Hospital, so it is necessary to conduct research on the effect of workload and compensation on work productivity through employee commitment as a mediating variable. This study consists of three independent variables, namely workload and compensation and one variable of work productivity and job satisfaction as an intervening variable. The analytical method used is path analysis. The method of data collection in this study was to use a questionnaire filled out by respondents, namely employees of the Madina Bukittinggi Hospital. The results obtained based on the Partial Test (t test) obtained: there is a significant effect of workload on organizational commitment, there is a significant effect of compensation on organizational commitment, there is a significant effect of workload on work productivity, there is a significant effect of compensation on work productivity, there is a significant effect of organizational commitment on work productivity, organizational commitment cannot mediate the effect of workload on work productivity, organizational commitment cannot mediate the effect of compensation on work productivity

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1. Introduction

In the current era, the key to success in an organization in achieving its goals is humans, where humans consist of various aspects in an organization which are one of the human resources that exist in every organizational activity. Human resources are the most important asset in an organization on a large or small scale, because they are the source that drives and directs the organization and maintains and develops the organization in various societal demands from time to time (Susiawan, 2017). The success of a company will be achieved if the people who work in it are able to meet the requirements made by the company. Several studies show that work motivation, job satisfaction and work discipline affect productivity in labor organizations are often used as one of the factors measuring productivity. This is because labor plays a very important role in production activities and without labor production activities in an organization are not effective and efficient. Every company wants its human resources or organization to have optimal productivity.

Work productivity is a measurement and quantity of work taking into account all costs and matters related and required for work (Mathis, 2019) .. Work productivity is not solely shown to get as much work as possible, but the quality of work is also important to note. Individual productivity can be judged by what the individual does in his work or performance. Another thing that needs to be considered in an effort to increase employee work productivity is work motivation, job satisfaction and employee discipline

at work. Company management that seeks to optimize the work productivity of its employees must pay attention to the work motivation of its employees, good employee motivation will shape the enthusiasm and persistence of employees in working in the company.

In order for the company to produce high productivity it is necessary to have a qualified workforce. However, if the quality of labor is low, employee work productivity will be low. There are many reasons for the decline in work productivity in a company, such as a mismatch between the level of ability possessed by employees and the level of needs needed by the company in overcoming problems that arise in a world of work (Ratnasih, 2017).

Based on result of observations there are several program strategic targets and performance indicators that are not yet optimal where the program's strategic objectives are the realization of an increase in the achievement of national health indicators with an indicator of the percentage of successful treatment of TB patients in all cases (success rate) has a target of 85% but the new reached 81.5%, the realization of health services "beyond experience" (exceeding expectations) had a target of 90% but only reached 88.13 and the percentage of responses to complaints had a target of 100% but only reached 89.58%, the realization of cooperation the health service strategy has a target of 7 institutions but only 6 institutions have been achieved, the realization of a hospital management system that is transparent and accountable with indicators of the number of Clinical Pathways being met has a target of 22 CP but only 21 CP has been achieved, the realization of an increase in HR capacity and capability with percentage indicators all employees who participate in competency development ≥ 20 hours have a target of 50% but only 45% has been achieved, the realization of an integrated hospital information system with an integrated IT system percentage indicator has a target of 80% but only 75% has been achieved and the realization of facilities and infrastructure is in accordance with the Hospital standard with the indicator Percentage of reliability of facilities and infrastructure (Overall Equipment Effectiveness/OEE) has a target of 50% but only 40% has been achieved.

By not achieving the Madina hospital target it is hoped that it can pay more attention to workload, compensation and organizational commitment so that if these three factors are properly considered by the hospital it will be able to increase employee work productivity and can reduce employee stress levels at work, then the Madina hospital must pay more attention to the preparation of workloads that are in accordance with skills, work hour allocation and level of education so that they can make work even more optimal

This shows that the targets and realization of Madina Hospital have not been achieved due to the lack of optimal work productivity of employees at Madina Hospital. There are several factors that result in non-optimal productivity caused by workload, organizational commitment and organizational commitment.

2. Research Method

The population in this study were all employees of Madina Hospital as many as 300 employees. The sample is part or the number and characteristics possessed by the population. If the population is large, and it is impossible for the researcher to study everything in the population, for example due to limited funds, manpower and time, then the researcher will take a sample from that population. What is learned from the sample, the conclusions will be applied to the population. For this reason, samples taken from the population must be truly representative (Sugiyono, 2017). The sampling technique in this study was Accidental Sampling. Incidental Sampling is a sampling technique based on chance, that is, any employee who meets the researcher by chance can be used as a sample, if it is deemed that the person met by chance is suitable as a data source. The sample in this study were 96 employees.

Testing the research hypothesis was carried out using the Partial Least Square (PLS) based Structural Equation Model (SEM) approach. PLS is a component- or variant-based structural equation model (SEM). The Structural Equation Model (SEM) is a field of statistical study that can test a series of relationships that are relatively difficult to measure simultaneously (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2019).. According to (Ghozali, 2020) the Structural Equation Model (SEM) based on Partial Least Square (PLS) is an alternative approach that shifts from a covariance-based SEM approach to a variant-based one. Covariance-based SEM generally tests causality or theory while PLS is more of a predictive model. However, there is a difference between covariance-based SEM and component-based PLS in the use of structural equation models to test theories or develop theories for prediction purposes. The path analysis

that will be used in this study is the Structural Equation Model (SEM) partial least squares (PLS) using Smart PLS 3.3 software.

3. Results And Discussions

Result

Outer Model Testing (Measurement Model)

Based on the results of testing the outer model using SmartPLS, the correlation values obtained between the items of the research variable statements are as follows:

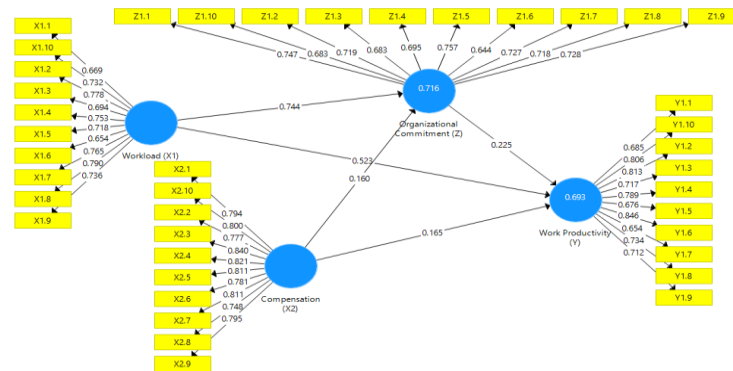


Figure 1. Outer loadings

Based on the table above, it can be seen that many of the research variable indicators each have an outer loading value > 0.60, so it can be concluded that the statement above is declared feasible or valid for research use and can be used for further analysis

Average Variance Extrated (AVE)

Apart from observing the cross loading value, discriminant validity can also be known through other methods, namely by looking at the average variant extracted (AVE) value for each indicator. A good AVE value is required to have a value greater than 0.50. The results of the average variant extracted (AVE) can be seen in the following figure:

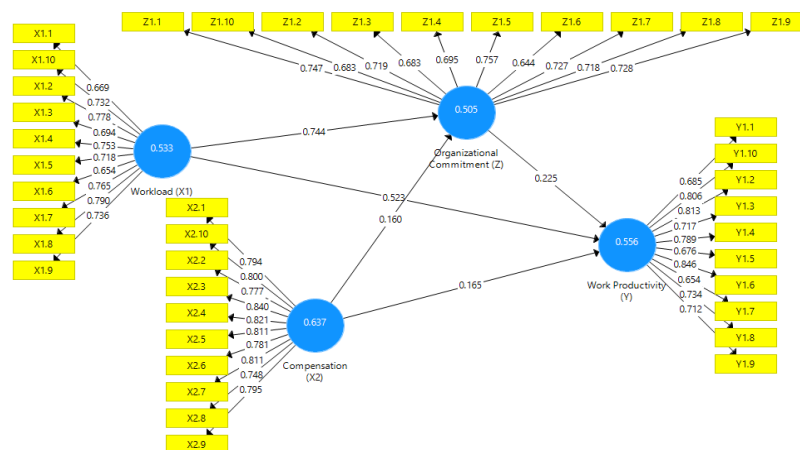


Figure 2. Average Variance Extrated (AVE)

Based on the picture above, it can be seen that all the constructs or variables above meet the criteria of good validity. This is indicated by the Average Variance Extrated (AVE) value above 0.50 as the recommended criteria. And thus it can be stated that each variable has good discriminant validity.

Reability

The reliability test is used to measure the consistency of measuring instruments in measuring one concept or it can also be used to measure the consistency of respondents in answering statement items in

questionnaires or structural research. The reliability test in PLS can use two methods, namely Cronbach alpha measures the lower limit of the reliability value of a construct. The SmartPLS output results for composite reliability values can be shown in the following figure:

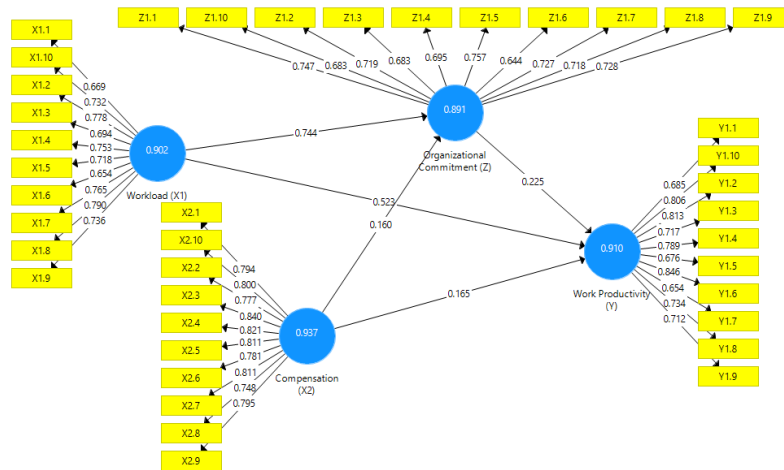


Figure 3. Cronbach alpha

Based on the table above, it can be seen that the Cronbach's alpha value is above 0.70, so it can be concluded that the construct has good reliability. and has a high level of reliability so that it is in accordance with the minimum value limit that has been required. Then, when viewed from the composite reliability value, it is almost close to one (1), which means that the questionnaire used is reliable with a reliability coefficient level ranging from 0.8 to 1.0 which shows that all the variables used have a high reliability coefficient.

**Inner Model (Structural Model)
R Square**

Variant analysis (R2), namely to determine the influence of the independent variables on the dependent variable, the value of the coefficient of determination can be shown in the following figure:

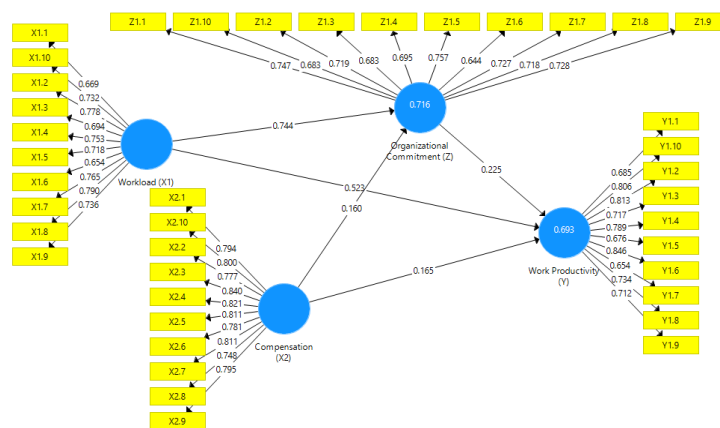


Figure 4. R Square

Based on the table above, it can be seen that the R-square value for the work productivity variable is 0.693 which can be interpreted that the magnitude of the influence of the workload, compensation and organizational commitment variables on work productivity is 69.3% while the remaining 30.7% is explained by other variables in outside of this research. Then the R-square value for the organizational commitment variable is 0.716 which means that 71.6% of the organizational commitment variable is influenced by workload and compensation variables, while the remaining 28.4% is influenced by other variables outside this study.

Hypothesis

Based on the data processing that has been done, the results can be used to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics values and P-Values. The research hypothesis can be declared accepted if the P-Values < 0.05 . Following are the results of testing the hypothesis in this study

Table 1. Direct influence

	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Keterangan
Workload (X1) -> Organizational Commitment (Z)	0,744	12,148	0,000	Accepted
Workload (X1) -> Work Productivity (Y)	0,523	4,692	0,000	Accepted
Organizational Commitment (Z) -> Work Productivity (Y)	0,225	1,767	0,078	Rejected
Compensation (X2) -> Organizational Commitment (Z)	0,160	2,869	0,004	Accepted
Compensation (X2) -> Work Productivity (Y)	0,165	2,665	0,008	Accepted

From table 1 above it can be seen that a) the original sample value is 0.744 with a t-statistic value greater than 1.96 or ($12.148 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.000 < 0.05$) so you can obtained H0 rejected Ha accepted. The results of the study show that workload has a significant effect on organizational commitment, b) the original sample value is 0.160 with a t-statistic value greater than 1.96 or ($2.869 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.004 < 0.05$) so you can obtained H0 rejected Ha accepted. The results of the study show that compensation has a significant effect on organizational commitment, c) the original sample value is 0.523 with a t-statistic value greater than 1.96 or ($4.692 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.000 < 0.05$) so you can obtained H0 rejected Ha accepted. The results showed that workload had a significant effect on work productivity, d) the original sample value is 0.160 with a t-statistic value greater than 1.96 or ($2.869 > t\text{-table } 1.96$) with a p-value smaller than alpha ($0.008 < 0.05$) so you can obtained H0 rejected Ha accepted. The results of the study show that compensation has no significant effect on work productivity, e) the original sample value is 0.225 with a t-statistic value less than 1.96 or ($1.767 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.078 > 0.05$) so you can obtained H0 accepted Ha rejected. The results of the study show that organizational commitment has no significant effect on work productivity

Tabel 2. Indirect influence

	Original Sample (O)	T Statistics ((O/STDEV))	P Values	Information
Workload (X1) -> Organizational Commitment (Z) -> Work Productivity (Y)	0,167	1,667	0,096	Rejected
Compensation (X2) -> Organizational Commitment (Z) -> Work Productivity (Y)	0,036	1,377	0,169	Rejected

From table 2 above it can be seen that a) the original sample value is 0.167 with a t-statistic value less than 1.96 or ($1.667 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.096 > 0.05$) so it can be obtained H0 accepted Ha rejected. The results of the study show that organizational commitment cannot mediate the effect of workload on work productivity, b) the original sample value is 0.036 with a t-statistic value less than 1.96 or ($1.377 < t\text{-table } 1.96$) with a p-value greater than alpha ($0.169 > 0.05$) so you can obtained H0 accepted Ha rejected. The results of the study show that organizational commitment cannot mediate the effect of compensation on work productivity

Discussions

Based on the results of the research that has been done, the writer can implement the following things:

Effect of workload on organizational commitment

There is a positive and significant effect of workload on organizational commitment at Madina Bukittinggi Hospital. Where it can be seen that the original sample value is 0.744 with a t-statistic value greater than 1.96 or (12.148 > t-table 1.96) with a p-value smaller than alpha (0.000 < 0.05) then it can be obtained that H₀ is rejected H_a accepted. According to (Koesomowidjojo, 2017) workload is something that arises from the interaction between the demands of tasks, the work environment where used as co-workers, skills, behavior and perceptions of a worker. Workload refers more to how high the percentage of productive and non-productive work time used by an employee during working hours is taking into account the employee's leisure. The workload indicator is that cognitive demand occurs due to task demands that exceed their capacity. Human performance at a low level is also not good if there are not many things to do, where people will get bored easily and tend to lose interest in the work they are doing. This condition can be said to be underload and an increase in workload after this point will cause a degradation in performance. At very high levels of workload or overload, important information will be lost as a result of shallowing or focusing attention on only one aspect of work, emotional demand occurs where the amount of workload is caused or related to work. The work is easy or difficult, simple or complex, and loose or tight, temporal demand occurs because it depends on the availability of time and the ability to use time in carrying out an activity (Ramadhi & Amri, 2021). This is closely related to the time limit analysis which is the primary method to find out whether the subject can complete the task within the given time limit, performance demand is a dimension that has an understanding of how successful or successful the worker is in completing the work set by his superior. satisfied with his own performance in completing his work. The results of research conducted by (Utami, Afrianty, & Sari, 2022) show that the results of the research show that workload has a positive and significant effect on organizational commitment, (Dunggio, 2022) states that workload has a positive and significant effect on organizational commitment, (Herispon, 2022) states that workload has a positive and significant effect on organizational commitment while (Bagus, 2022) states that workload does not have a significant effect on organizational commitment

Effect of compensation on organizational commitment

There is a compensation effect on organizational commitment at Madina Bukittinggi Hospital. Where it can be seen that the original sample value is 0.160 with a t-statistic value greater than 1.96 or (2.869 > t-table 1.96) with a pvalue smaller than alpha (0.004 < 0.05) then it can be obtained that H₀ is rejected H_a accepted. According to (Hasibuan, 2017) Compensation is all income in the form of money, direct or indirect goods received by employees as a reward for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance. The compensation indicator is a salary where the type of compensation paid regularly to employees and has a definite guarantee, if the salary given is not as expected it will result in a decrease in work performance and productivity, this type of incentive is given only to certain employees, because it can shows the success of his achievements above the standard, insurance is health insurance provided to employees to guarantee the health of employees at work, facilities if facilities provided by agencies to employees such as employee housing and transportation, type allowances are compensation provided by agencies to employees, because employees is considered to have participated very well to achieve the goals of the agency. The results of research conducted by (Minarsih, 2022) show that the results of the research show that compensation has a positive and significant effect on organizational commitment, (Simanjongrang & Wahyanti, 2021) while (Astuti & Dewi, 2022) compensation has a positive and significant effect on organizational commitment and (Ashar et al., 2021) compensation has a positive and significant effect on organizational commitment stating that compensation has no significant effect on organizational commitment.

Effect of workload on work productivity

There is a positive and significant effect of workload on work productivity at Madina Bukittinggi Hospital. Where it can be seen that the original sample value is 0.523 with a t-statistic value greater than 1.96 or (4.692 > t-table 1.96) with a pvalue smaller than alpha (0.000 < 0.05) then it can be obtained that H₀ is rejected H_a accepted. According to (Ellyzar, Yunus, & Amri, 2017) workload is a number of activities that must be completed by an organizational unit or position holder systematically by using a position analysis technique, workload analysis technique or other management technique within a certain period of time to obtain information about efficiency and effectiveness of an organization's work. Given that human work is mental and physical, each has a different level of loading. A loading level that is too high allows excessive energy use and overstress occurs, whereas a loading intensity that is too low allows boredom and boredom or

understress. Therefore, it is necessary to strive for the optimum level of loading intensity that is between the two extreme limits and of course differs from one individual to another. The workload indicator is that cognitive demand occurs due to task demands that exceed their capacity. Human performance at a low level is also not good if there are not many things to do, where people will get bored easily and tend to lose interest in the work they are doing. This condition can be said to be underload and an increase in workload after this point will cause a degradation in performance. At very high levels of workload or overload, important information will be lost as a result of shallowing or focusing attention on only one aspect of work, emotional demand occurs where the amount of workload is caused or related to work. The work is easy or difficult, simple or complex, and loose or tight, temporal demand occurs because it depends on the availability of time and the ability to use time in carrying out an activity. This is closely related to the time limit analysis which is the primary method to find out whether the subject can complete the task within the given time limit, performance demand is a dimension that has an understanding of how successful or successful the worker is in completing the work set by his superior. satisfied with his own performance in completing his work. The results of research conducted by (Difasari, 2022) show that the results show that workload has a positive and significant effect on work productivity, (Riyanto, 2022) that workload has a positive and significant effect on work productivity (Prasetyo, Endarti, Endarto, & Aliyyah, 2021) workload has a positive effect and significant to work productivity while (Suliantoro, 2021) states that workload has no significant effect

Effect of compensation on work productivity

There is a positive and significant effect of compensation on work productivity at Madina Bukittinggi Hospital. Where it can be seen that the original sample value is 0.160 with a t-statistic value greater than 1.96 or ($2.869 > t\text{-table } 1.96$) with a pvalue smaller than alpha ($0.008 < 0.05$) then it can be obtained that H_0 is rejected H_a accepted. According to (Wibowo, 2018) Compensation is the number of packages offered by the organization to workers in return for using their workforce. Employees who work in an organization definitely need adequate and fair compensation or rewards, even if they can be quite competitive compared to other organizations or companies. A good compensation system will greatly affect the morale and productivity of a person. A good compensation system needs to be supported by rational methods that can make a person paid or compensated according to the demands of his work. The compensation indicators are salary, incentive wages, insurance, office facilities and benefits. The compensation indicator is a salary where the type of compensation paid regularly to employees and has a definite guarantee, if the salary given is not as expected it will result in a decrease in work performance and productivity, this type of incentive is given only to certain employees, because it can shows the success of his achievements above the standard, insurance is health insurance provided to employees to guarantee the health of employees at work, facilities if facilities provided by agencies to employees such as employee housing and transportation, type allowances are compensation provided by agencies to employees, because employees is considered to have participated very well to achieve the goals of the agency. The results of research conducted by (Dunggio, 2022) show that the results of the study show that compensation has a positive and significant effect on work productivity, while (Herispon, 2022) states that compensation has no significant effect on work productivity

The Effect of organizational commitment on work productivity

There is no positive and significant effect of compensation on work productivity at Madina Bukittinggi Hospital. Where it can be seen that the original sample value is 0.225 with a t-statistic value smaller than 1.96 or ($1.767 < t\text{-table } 1.96$) with a pvalue greater than alpha ($0.078 > 0.05$) then it can be obtained that H_0 is accepted by H_a rejected. According to (Luthans, 2019) organizational commitment is a strong desire to remain as a member of the organization, the desire to work hard according to the wishes of the organization, certain beliefs, and acceptance of organizational values and goals. Commitment can be seen as a value orientation towards the organization which shows that individuals really think about, pay attention to and prioritize their work and organization. Individuals voluntarily give all efforts and mobilize and develop their potential in order to help the organization achieve its goals. The indicators of organizational commitment are affective commitment, continuance commitment and normative commitment. Affective commitment is related to the desire to be bound to the organization. Someone wants to be in an organization because of a desire that arises from oneself, continuous commitment arises because of rational needs. This commitment appears on the basis of profit and loss, considering what things must be sacrificed if you will stay in an organization, with other dimensions of choice, benefits, costs, narrative commitments based on norms that exist within the individual, which contains the individual's belief in responsibility for organization, he felt he had to survive for reasons of loyalty. The results of research conducted by (Hasrun, 2022) show that the results of the research show that there is organizational commitment to a positive and

significant effect on work productivity, while (Zulfani, 2022) states that organizational commitment does not have a significant effect on work productivity

Effect of workload on work productivity through organizational commitment

Organizational commitment cannot mediate the effect of workload on work productivity. Where it can be seen that the original sample value is 0.167 with a t-statistic value smaller than 1.96 or ($1.667 < t\text{-table } 1.96$) with a pvalue greater than alpha ($0.096 > 0.05$) then it can be obtained that H_0 is accepted by H_a rejected. According to (Zelvia, 2017) organizational commitment is a situation where an employee sided with a particular organization and its goals and desire to maintain membership in that organization. Organizational commitment is used as a relative strength of the individual in identifying his involvement in the organization. This can be marked by three things, namely; acceptance of the values and goals of the organization and the desire to maintain membership in the organization (become part of the organization). The results of research conducted by (Irma, 2022) show that the results of the study show that workload has a positive and significant effect on work productivity through organizational commitment as an intervening variable, while (Kurniah, 2022) states that workload does not have a significant effect on work productivity through organizational commitment as an intervening variable

Effect of compensation on work productivity through organizational commitment

Organizational commitment cannot mediate the effect of compensation on work productivity. Where the original sample value is 0.036 with a t-statistic value smaller than 1.96 or ($1.377 < t\text{-table } 1.96$) with a pvalue greater than alpha ($0.169 > 0.05$) then it can be obtained that H_0 is accepted H_a is rejected. According to (Sopiah, 2017) organizational commitment is the degree to which employees believe and accept organizational goals and will stay or will not leave the organization. Where commitment here will greatly affect the responsibilities that must be carried out by employees and the results of work carried out by employees. carry out work, and these actions will have an influence on work results, both positive and negative depending on what each individual employee does. The results of research conducted by (Norika, 2022) show that the results of the study show that compensation has a positive and significant effect on work productivity through organizational commitment as an intervening variable, while (Septiani, 2022) states that compensation has no significant effect on work productivity through commitment organization as an intervening variable

4. Conclusion

Based on the results of the research conducted, it can be concluded that a) there is a significant effect of workload on organizational commitment at Madina Bukittinggi Hospital, b) there is a significant effect of compensation on organizational commitment at Madina Hospital Bukittinggi, c) there is a significant effect of workload on work productivity at Madina Hospital Bukittinggi, d) there is a significant effect of compensation on work productivity at Madina Hospital Bukittinggi, e) there is a significant effect of organizational commitment on work productivity at Madina Hospital Bukittinggi, f) organizational commitment cannot mediate the effect between workload on productivity work, g) organizational commitment cannot mediate the effect of compensation on work productivity.

From the results of this research, he hopes that the hospital management will study again by the hospital management, so that employees will not experience problems in carrying out their profession. Then the entertainment given to survivors of content is based on the value of the position as a reflection of the severity of the duties of the position, so that the values of justice are created, then in an effort to increase the competence of hospital employees especially in terms of knowledge and attitude, namely by adding competency modules that have been prepared in carrying out human resource development such as recruitment, training systems, assessing work results, and career development, as well as providing training and competency development so that employee job performance can achieve according to the vision and mission of Madina Bukittinggi hospital

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