

The Effect of Work Discipline on Performance with Work Stress as an Intervening Variable in Employees of PT. KIA Plant Karawang

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Abstract

The ceramic industry is currently one of the growing and superior industries and is expected to have a significant contribution to the provision of domestic needs and foreign exchange earnings for Indonesia. Challenges arise when employees experience work stress and work discipline in maintaining performance balance so that company goals can be met. This study intends to see how much influence work discipline has on employee performance with work stress as intervening. This research methodology uses a quantitative descriptive approach with which is carried out on employees of PT KIA Plant Karawang with the measuring instrument used in the form of a questionnaire, namely the data obtained consists of employee responses to the questions given. The population of this study amounted to 536 employees and used sampling techniques through the slovin formula with an error rate of 10% so as to get the results of 85 respondents. Data analysis using the Path Analysis Test on SmartPLS4 software. The results of hypothesis testing show that (1) There is a significant positive relationship between Work Discipline and Employee Performance (2) There is a negative and significant relationship between Work Discipline and Work Stress (3) There is a negative and significant relationship between Work Stress and Employee Performance (4) Work Stress as an intervening variable is able to intervene Work Discipline and Employee Performance.

1. Introduction

The ceramics industry is classified as a developing and leading industrial sector according to National Regulations. This classification stems from the industry's easy access to technology and diverse product innovations, which in turn allows the industry to meet domestic demand, generate foreign exchange earnings, and employ a large number of individuals. In addition, compared to exports, the volume of ceramics imported into Indonesia is still quite large (Atmaja & Herliansyah, 2021). Quoted from Cahyoputra (2023), Indonesia in 2024 has a target, namely to complete a capacity expansion project of 75 million m² so that national ceramic production becomes 635 million m² and becomes the fourth largest producer in the world. As Indonesia's global ranking currently stands at eighth, there is optimism regarding the future of the domestic ceramics industry as the

domestic market develops, facilitated by various government infrastructure initiatives. In particular, the ongoing development of the Capital City of the Archipelago (IKN) provides support to these opportunities through potential development efforts of the government.

PT Keramika Indonesia Assosiasi (KIA) Plant Karawang is one of the ceramic manufacturing companies for floors and walls that plays a role in achieving government targets. The company must be able to understand what obstacles cause the decline in employee performance to hamper its goals. The success of a company can be measured by its ability to improve the management skills of its employees, their enthusiasm and great cooperation to work as much as possible and in line with the goals set by the Company. The main objective of the study of employee performance is to understand what factors affect employee performance, determine the extent to which this variable can be objectively measured and evaluated and analyze the relationship between employee performance and certain factors (Sahwani & Muftofa, 2022).

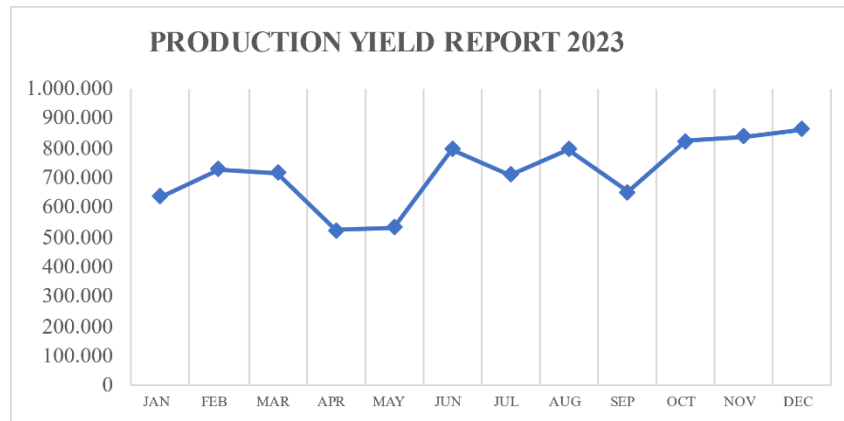


Fig. 1 2023 Production Yield Report

In Fig. 1, shows the instability of production results every month in production at PT KIA Plant Karawang. It can be seen that in March and April there was a significant decrease in production results. While there was a very high increase in results in May and June, but in the following month there was another decline.

Work discipline is a determining factor that can affect employee performance. It is often misinterpreted as requiring employees to arrive and leave on time consistently. Although companies expect feedback in predetermined policies, work discipline actually includes both formally and informally regulated behavior.

Table 1 Employee attendance data

Month	Year 2023		
	Sick	Permit	Alpha
January	52	9	2
February	44	7	3
March	48	6	3
April	57	8	4
May	54	11	2
June	32	5	2
July	40	6	3
August	46	8	2
September	51	10	4
October	43	6	3
November	37	5	2
December	32	14	4
Total	536	95	34

In Table 1, the attendance rate in 2023 at PT KIA Plant Karawang shows that there are 536 employees who are sick, 95 employees who have permission, and 34 employees who are absent or alpha. In this case, the company

must incur overtime costs for other employees to replace these absent employees. This needs to be considered by company leaders in order to achieve high productivity as expected. Fadli (2021) states that work discipline is a tool used by company management in changing behavior and as an effort to increase employees' sense of awareness and ready behavior towards company regulations and applicable social norms.

There are also other factors that affect the performance of an employee, namely work stress, which is the pressure or mental tension that a person feels in the work environment. This factor is an indicator that measures the extent of stress felt by employees at work. Work stress can arise from a variety of factors, namely excessive workload, interpersonal conflict or job discomfort. Work stress can have a positive impact on employees, especially in motivating them at work, giving them a sense of responsibility for work, and inspiring them to change their attitude towards work and become more professional. However, stress in the workplace can have a negative impact on employees if they do not manage their work properly (Gumilar & Rismawati, 2022)

This study intends to see how much influence work discipline has on employee performance and the influence of work stress as an intervening factor at PT KIA Plant Karawang. This research is expected to help understand the impact of work discipline gaps on employee performance and explore the extent of the influence of work stress on the discipline and performance of PT KIA Plant Karawang employees.

2. Literature review

2.1 Human Resource Management (HRM)

Robbins in Gumilar & Rismawati (2022) states that HRM is planning, organizing, directing, maintaining, and terminating existing work relationships to help an organization succeed. According to Hasibuan in Trisnawati *et al.* (2021) HRM is the science and art of effectively managing employee relationships and activities in order to contribute to the achievement of business, employee, and community goals. Hadi *et al.* (2022) argue that HR is a group of people who work in an organization to meet certain goals and are usually referred to as employees. Based on the review of the above points of view, it is said that HRM is the science or art of managing the organization, planning, maintenance, and relationships of a group of people who work to help achieve the goals of an organization or company.

2.2 Work Discipline

Afandi as cited in Sahwani & Muftofa (2022), defines work discipline as an approach to fostering individual awareness and the tendency to comply with relevant organizational policies and community conventions through behavior modification. Work discipline according to Hasibuan in Putra & Sandra (2023), is the ability to carry out tasks consistently, seriously, and obey established protocols and not violate these protocols. According to Pamungkas *et al.* (2023), work discipline is exemplified by the readiness and willingness of individuals to conform to applicable norms and standards. Based on this point of view, it is said that work discipline is the ability and attitude of awareness, obedience, and willingness of employees not to violate the rules around them in order to achieve organizational goals.

The main purpose of work discipline is to create an orderly and efficient work environment and increase productivity and work quality to effectively achieve company goals and objectives. According to Syelviani (2022), work discipline has two dimensions, namely: (1) The preventive dimension, which has four indicators: (a) adhering to work, (b) implementing work on time, (c) work efficiency, and (d) attending work on time. (2) The corrective dimension, which includes four indicators, namely: (a) oral reprimand, (b) written statement, (c) firmness, and (d) legal sanctions.

2.3 Work Stress

Work stress according to Hasibuan as cited in Gumilar & Rismawati (2022) is a condition of tension that affects the human condition, thought processes, and emotions. Work stress according to Ariantini and Susila in Meliana & Purwanto (2022) is a condition where a number of work-related factors overlap and are insufficient so that they interfere with physiological and behavioral conditions due to varying individual abilities and work demands. Islammudin & Jayo (2023) define work stress as the condition of individuals who strive for excellence but are not satisfied with the results achieved. They must consistently improve their performance in order to progress and face obstacles that cause stress. Based on a review of these points of view, it can be said that work stress is a condition influenced by factors that occur in the workplace, affecting a person's emotions, behavior and thought processes so that it disrupts physiological behavior due to a gap between individual abilities and job demands.

The inability of individuals to interact positively with others, either at work or in the community, is often caused by poorly managed work-related stress. According to Robbins, Judge & Hasham in Hermawan (2022), work stress has three dimensions, namely: (1) Behavior, which has five indicators, namely: (a) job dissatisfaction, (b) poor performance, (c) absenteeism, (d) job transfer, and (e) delaying work. (2) Psychology, which has two

indicators, namely: (a) irresponsibility and (b) boredom. (3) Cognitive, of which there are 3 indicators, namely: (a) decision-making, (b) lack of concentration, and (c) forgetfulness.

2.4 Employee Performance

According to Hasibuan in Sari *et al.* (2023) employee performance is a result that is fulfilled by individuals for carrying out the tasks assigned to them based on their skills, experience, persistence, and time. According to Emil & Iskandar (2020), employee performance is the result of a company's daily evaluation of individuals or work groups according to work standards within a certain period of time, which must be assessed using a formal performance system according to predetermined criteria. Riyanto *et al.* (2023) define employee performance as the final findings obtained by an individual in an organization, which consist of commodities or services that meet certain job-related quality or behavior standards. Based on the review of these points of view, it is said that employee performance is the final result that a person or individual fulfills in the performance of a given task in the form of services or goods with a quality level that is in accordance with the standards in a company.

According to Novianto in Hermawan (2022) employee performance has three dimensions, namely: (1) Quality, of which there are four indicators, namely: (a) doing work, (b) on time, (c) working together, and (d) not delaying work. (2) Quantity, which has five indicators, namely: (a) industriousness in doing tasks; (b) work with enthusiasm; (c) thoroughness when on duty; (d) responsibility; and (e) understanding of tasks. (3) Punctuality, of which there are five indicators, namely: (a) time management; (b) improving one's own quality; (c) punctuality in arriving at the office; (d) punctuality in leaving the office; and (e) improving cooperation.

2.5 Literature Study Between Work Discipline Variables and Employee Performance with Work Stress as Intervening

2.5.1 Work Discipline and Employee Performance

Pamungkas *et al.* (2023) found that increasing the level of employee discipline will improve employee performance for the company. In the same conclusion as Indriani *et al.* (2023), which suggests that a good level of work discipline is very important in order to maintain or improve employee performance. Based on the above review, a hypothesis is formulated:

H1: Work Discipline has a significant effect on Employee Performance

2.5.2 Work Discipline and Work Stress

Tulhusnah & Puryantoro (2019) found that work discipline and work stress are closely related because stress is an external demand caused by a lack of discipline or other unpleasant disturbances that interfere with employees work. Based on the above review, a hypothesis can be formulated in the form of:

H2: Work Discipline has a significant effect on Work Stress

2.5.3 Work Stress on Employee Performance

Gumilar & Rismawati (2022) found that the relationship between work stress and employee performance often occurs in almost all work environments, so that the increase or decrease in employee performance depends on the level of stress and employee response. The same finding was made by Irawan *et al.* (2023) that work stress can increase or inhibit performance. As a result, it is said that performance will begin to decline if the level of work stress is too high, and performance will increase if the level of work stress is low. Based on the above review, a hypothesis is formulated in the form of:

H3: Work stress has a significant effect on employee performance.

2.5.4 Work Discipline on Employee Performance with Work Stress as Intervening

Meliana & Purwanto (2022) state that work discipline due to work stress affects employee performance, and when work discipline is low, work stress will increase, thus affecting employee performance. Likewise, on the contrary, when work discipline is high, work stress will also decrease, and employee performance will increase. Based on the above review, a hypothesis can be formulated in the form of:

H4: Work discipline has a significant effect on employee performance with work stress acting as an intervening factor.

2.6 Framework

Based on the background and theoretical studies of the three variables, the following is the framework used in this study:

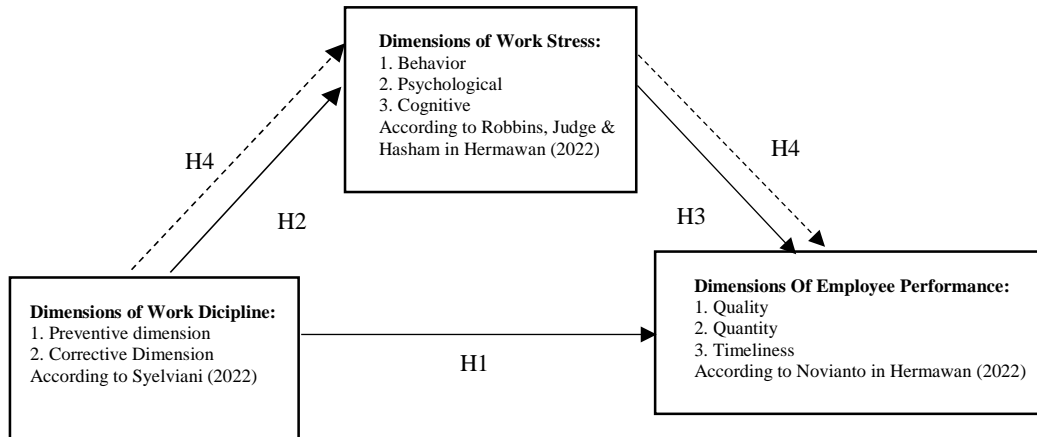


Fig. 2 Research framework

The framework created is arranged based on the variables involved and has dimension points as benchmarks in this study. With this, the relationship between each variable can be found through the hypothesis taken in this study.

3. Research Methods

The research design used in this study uses a quantitative descriptive approach. The questionnaire serves as a measuring tool, namely the data obtained consists of responses given by employees in response to the questions asked. After the data collection process is complete, the findings are presented descriptively. Furthermore, the results of the study were analyzed to validate the hypotheses initially proposed during this study.

According to Sugiyono in Meliana & Purwanto (2022) sample refers to a portion of the population's number and characteristics. The entire population in this study consists of all employees at PT KIA Plant Karawang totaling 536 people. Calculated using an error rate (*e*) which is expressed in percentages so that it needs to be converted into decimals and an error rate (*e*) of 10% is used in this study. Based on the sampling technique used to minimize the population size, the following Slovin formula was used:

$$\begin{aligned}
 n &= \frac{N}{1 + N(e)^2} \\
 &= \frac{536}{1 + 536(0.1)^2} \\
 &= 84.27 \\
 &\approx 85
 \end{aligned}
 \tag{1}$$

Based on these calculations, it is concluded that the sample of this study amounted to 85 employees of PT KIA Plant Karawang. This research analysis technique uses SEM with the Smart PLS4 analysis tool.

4. Research Result and Discussion

4.1 Respondent Profile

Based on the results obtained through the questionnaire that has been carried out, this study will describe the characteristics of the respondents examined. Position, gender, age and education level characterize the respondents in this study.

Table 2 *Respondent characteristics data*

Descriptive	Description	Frequency	Percentage
Gender	Male	51	60%
	Female	34	40%
	Total	85	100%
Age	18-25 Years Old	41	48%
	26-35 Years Old	18	21%
	36-45 Years Old	15	18%
	46-55 Years Old	11	13%
	Total	85	100%
Education	High School	78	92%
	Diploma (D3)	2	2%
	Scholar (S1)	5	6%
	Total	85	100%
Position	Operator	66	78%
	Leader Production	5	6%
	Quality Control (QC)	6	7%
	Technician	8	9%
	Total	85	100%

Based on the data on the characteristics of respondents in table 2 above, it is known that respondents are dominated by male employees, 51 employees with a percentage of 60%. Characteristics based on age are dominated by employees who have an age range of 18-25 years as many as 41 employees with a percentage of 48%. Characteristics based on education are dominated by employees who have a high school / equivalent education, namely 78 employees with a percentage of 92% and based on positions dominated by employees who have operator positions, namely 66 employees with a percentage of 78%.

4.2 Evaluation of the Measurement Model (Outer Model)

4.2.1 Outer Loading Test

After conducting research through questionnaires that have been distributed to respondents, the following are the results of outer loading using SmartPLS4 software for work discipline, work stress and employee performance variables:

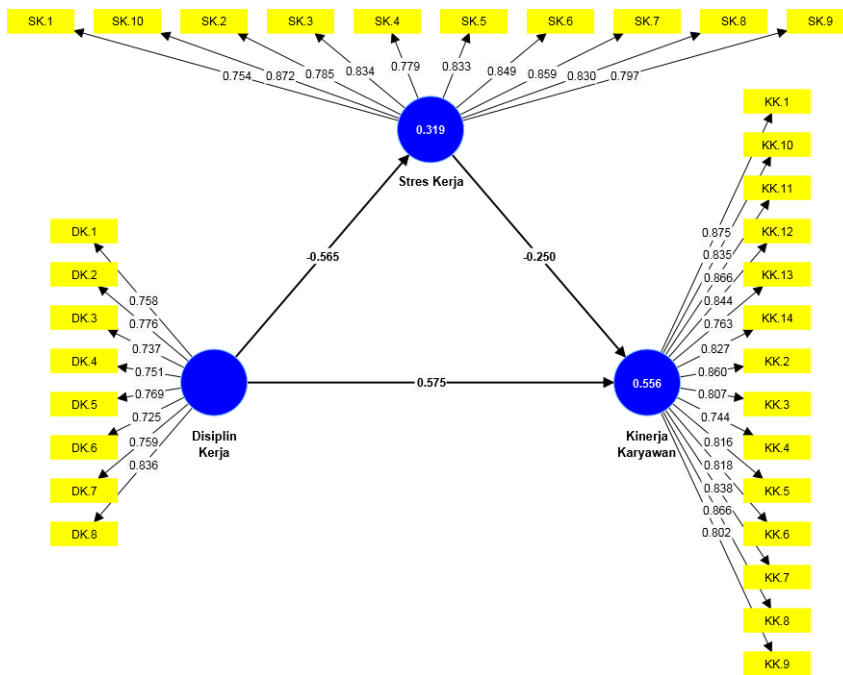


Fig. 2 Outer loading

Table 3 Loading factor value

Indicator	Outer Loading	Criteria	Description	Indicator	Outer Loading	Criteria	Description
DK.1	0.758	0,70	Valid	KK.9	0.802	0,70	Valid
DK.2	0.776	0,70	Valid	KK.10	0.835	0,70	Valid
DK.3	0.737	0,70	Valid	KK.11	0.866	0,70	Valid
DK.4	0.751	0,70	Valid	KK.12	0.844	0,70	Valid
DK.5	0.769	0,70	Valid	KK.13	0.763	0,70	Valid
DK.6	0.725	0,70	Valid	KK.14	0.827	0,70	Valid
DK.7	0.759	0,70	Valid	SK.1	0.754	0,70	Valid
DK.8	0.836	0,70	Valid	SK.2	0.785	0,70	Valid
KK.1	0.875	0,70	Valid	SK.3	0.834	0,70	Valid
KK.2	0.86	0,70	Valid	SK.4	0.779	0,70	Valid
KK.3	0.807	0,70	Valid	SK.5	0.833	0,70	Valid
KK.4	0.744	0,70	Valid	SK.6	0.849	0,70	Valid
KK.5	0.816	0,70	Valid	SK.7	0.859	0,70	Valid
KK.6	0.818	0,70	Valid	SK.8	0.83	0,70	Valid
KK.7	0.838	0,70	Valid	SK.9	0.797	0,70	Valid
KK.8	0.866	0,70	Valid	SK.10	0.872	0,70	Valid

As Hair stated in Solihin (2023), the outer loading value or loading factor is used to assess convergent validity. Indicators are considered to have good convergent validity if the exterior loading value exceeds 0.70. Based on Figure 2 and Table 3 above, all indicators have a loading factor value ≥ 0.70 , where all indicators are valid.

4.2.2 Validity Test Average Variance Extracted, Cronbach's Alpha, Composite Reliability

The following are the results of Average Variance Extracted, Cronbach's Alpha, Composite Reliability research using SmartPLS4 software for work discipline, work stress and employee performance variables:

Table 4 Average Variance Extracted, Cronbach's Alfa, Composite Reliability

Variable	Cronbach's Alfa	Composite Realibility	Average Variance Extracted (AVE)
Work Discipline	0.898	0.918	0.585
Employee Performance	0.964	0.968	0.683
Work Stress	0.946	0.953	0.672

The AVE value must be > 0.5 so that the discriminant validity of the variable can be confirmed and considered valid (Solihin, 2023). Table 4 above shows that the three variables in this study have an AVE value > 0.5 , it is concluded that the three variables are reliable and have a high level of accuracy.

Each construct must have a Cronbach's Alpha and Composite Reliability value > 0.7 . According to the figure above, it is concluded that the three variables in this study have Cronbach's Alpha and Composite Reliability values > 0.7 . Therefore, it is said that all question items in each construct are reliable.

4.3 Structural Model Evaluation (Inner Model)

4.4.1 R-Square Test

The following are the results of R-Square research using SmartPLS4 software for work discipline, work stress and employee performance variables:

Tabel 5 R Square model

Variable	R Square
Employee Performance	0.556
Work Stress	0.319

To confirm the R- Square (R^2) value in each equation, a structural test analysis was conducted. As shown in Table 5, the R- Square (R^2) value shows the extent to which the dependent variable can be explained by the independent variable. The analysis found that employee performance variables are simultaneously influenced by

4.4.2 Direct Effect Test

Examining the hypothesis of the direct effect of an influencing variable (exogenous) on the influenced (endogenous) is the purpose of direct effect analysis. The following are the results of the direct effect test which can be seen from the path coefficient:

Tabel 6 Path coefficient

Hypotesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Work Discipline -> Employee Performance	0.57	5.947	0	Valid
Work Discipline -> Work Stress	-0.565	5.906	0	Valid
Work Stress -> Employee Performance	-0.25	3.16	0.002	Valid

Based on table 6, it is concluded as follows: The effect of Work Discipline on Employee Performance has a statistical t value of $5.947 > 1.96$, which means that the effect of Work Discipline on Employee Performance is positive and significant. The effect of Work Discipline on Work Stress has a statistical t value of $5.906 > 1.96$, which means that the effect of Work Discipline on Work Stress is negative and significant. The effect of Work Stress on

Employee Performance has a statistical t value of 3.160 > 1.96, which means that the effect of Work Stress on Employee Performance is negative and significant.

4.4.3 Indirect Effect Test

The purpose of indirect effect analysis is to examine the hypothesis of the indirect effect of a construct or exogenous latent variable on endogenous latent variables through endogenous intermediaries. The following are the results of the indirect effect test which can be noted from the specific indirect effects:

Tabel 7 Specific indirect effects

Hypotesis	Original Sample (O)	T Statistics (O/STDEV)	P Values	Description
Work Discipline -> Work Stress -> Employee Performance	0.141	2.563	0.011	Valid

Based on table 7, it is concluded that the effect of Work Discipline on Employee Performance through Work Stress has a statistical t value of 2.563 > 1.96, which means that the effect of Work Discipline on Employee Performance through Work Stress is positive and significant.

4.4 The Effect of Work Discipline on Employee Performance

The findings of testing the first hypothesis, namely the effect of work discipline on employee performance, obtained a t-statistic value of 5.947 > t-table value of 1.96. Based on these findings, it is concluded that the first hypothesis can be accepted, namely "there is a significant influence between work discipline on employee performance" is acceptable. The relationship between work discipline and employee performance is positive with a value of 0.575. This value shows that increasing the level of work discipline, the level of employee performance of PT KIA Plant Karawang is getting higher. This is in line with Pamungkas *et al.* (2023), which shows that work discipline has a significant positive effect on employee performance and is influenced by employee compliance with company regulations.

4.5 The Effect of Work Discipline on Work Stress

The findings of testing the second hypothesis, namely the effect of work discipline on job stress, resulted in a t-statistic value of 5.906 > t-table of 1.96. Based on these results, it is concluded that the second hypothesis can be accepted, namely "there is a significant influence between work discipline on work stress" can be accepted. The relationship between work discipline and work stress is negative with a value of -0.565. This value shows that the increase in the level of work discipline, the lower the work stress on employees of PT KIA Plant Karawang. However, it contradicts the results of research by Tulhusnah & Puryantoro (2019) which suggests that there is no significant effect on work stress in employees of the Kapongan Situbondo District Office.

4.6 The Effect of Work Stress on Employee Performance

The findings of testing the third hypothesis, namely the effect of work stress on employee performance, obtained a t-statistic value of 3.160 > t-table value of 1.96. Based on these findings, it is concluded that the third hypothesis can be accepted, namely "there is a significant influence between work stress on employee performance" can be accepted. The relationship between work stress and employee performance is negative with a value of -0.250. This value indicates that the lower the employee's work stress, the better the performance of PT KIA Plant Karawang employees. These results are in line with the research of Amanda *et al.* (2022) which suggests that job stress has an influence on job satisfaction with a negative relationship in employees of the Karawang Class I Non TPI Immigration Office. The study also explained that there is an inverse relationship between work-related stress and employee performance; conversely, there is a positive correlation between work-related stress and employee performance.

4.7 The Effect of Work Discipline on Employee Performance through Work Stress as an Intervening Variable

The findings of testing the fourth hypothesis, namely the effect of work discipline on employee performance through job stress, obtained a t-statistic value of 2.563 > t-table value of 1.96. Based on these results, it is concluded that the fourth hypothesis, namely "there is a significant influence between work discipline on employee performance with work stress as intervening" can be accepted. The relationship between work discipline and employee performance through work stress is positively significant with a value of 0.141. The findings show that workplace stress allows a mediating role in the relationship between work discipline and employee performance. The research findings and conclusions show that the increase in the level of work discipline, the lower the level of work stress so that it has an impact on high employee performance. Meliana & Purwanto (2022) explains that work stress is able to intervene between work discipline and employee performance.

5. Conclusion

Based on the analysis and discussion carried out in the previous chapter, the following conclusions are drawn:

- There is a positive and significant relationship between Work Discipline and Employee Performance at PT KIA Plant Karawang.
- There is a negative and significant relationship between Work Discipline and Work Stress at PT. KIA Plant Karawang.
- There is a negative and significant relationship between Work Stress and Employee Performance at PT. KIA Plant Karawang.
- Work Stress as an intervening variable is able to intervene Work Discipline and Employee Performance at PT. KIA Plant Karawang.

6. Implications

Based on the research conducted by the author, there are several implications that can be considered, namely: The need to pay special attention to managing work stress in employees of PT KIA Plant Karawang and strategic management for work discipline aimed at improving employee performance. By identifying factors that affect work discipline and work stress, companies will be able to more easily understand the needs needed to improve employee performance so that they can achieve their goals more effectively.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** K.M.S., U.M.D.F. and E.R.; **data collection:** K.M.S., U.M.D.F. and E.R.; **analysis and interpretation of results:** K.M.S., U.M.D.F. and E.R.; **draft manuscript preparation:** K.M.S., U.M.D.F. and E.R. All authors reviewed the results and approved the final version of the manuscript.

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