

DETERMINANTS OF EMPLOYEE PERFORMANCE IN THE AUTOMOTIVE RETAIL SECTOR: THE ROLES OF WORKLOAD, WORK DISCIPLINE, AND ORGANIZATIONAL CULTURE

Kadek Satya Dwi Dana^{1*}, I Gede Rihayana², Bagus Nyoman Kusuma Putra³

^{1,2,3} Universitas Mahasaraswati Denpasar, Bali, Indonesia

*correspondence: kadeksatya34@gmail.com

ABSTRACT

Good performance is a step toward achieving organizational goals; therefore, performance is also a key determinant in achieving these goals, making it necessary to strive to improve employee performance. One factor that influences employee performance is workload. By assigning an effective workload, employers can assess how much an employee can handle and the impact on their performance. In addition to workload, another factor that can influence employee performance is work discipline. Work discipline also serves to enhance individuals' awareness and willingness to comply with all company regulations and prevailing social norms. In addition to workload and work discipline, another factor that can influence employee performance is organizational culture. The objective of this study is to examine and analyze the influence of workload, work discipline, and organizational culture on employee performance. This study was conducted at CV. Yamaha Waja Motor Hayam Wuruk Denpasar. The population for this study consists of all employees at CV. Yamaha Waja Motor's Hayam Wuruk Branch in Denpasar, totaling 35 individuals. The sample size for this study was determined using a census method. The data analysis technique employed was multiple linear regression analysis. The results indicate that workload has a negative and significant effect on employee performance, work discipline has a positive and significant effect on employee performance, and organizational culture has a positive and significant effect on employee performance.

Keywords: workload, work discipline, organizational culture, employee performance

© 2026 The Author(s). Published by EMAS. Licensed under CC BY-SA 4.0.

1. INTRODUCTION

In today's era of globalization, companies are expected to perform at their best to achieve desired results. Therefore, companies are required to continuously develop the quality of their human resources to compete in the business market and achieve the company's desired goals (Rihayana et al., 2022). Essentially, for any organization to grow and develop effectively, it must prioritize its human resources to ensure they perform their functions optimally. Human resources are one of the most critical factors within a company (Duwipayana et al., 2022). According to Hasibuan (2019), human resource management involves the utilization, development, evaluation, compensation, and management of individual organizational members or groups of workers to achieve organizational performance. Therefore, it is crucial for a company or organization to manage human resources effectively, as this is necessary to achieve high performance and support in attaining the organization's objectives (Rihayana et al., 2023; Surya and Rihayana, 2024).

According to Tiwi (2020), performance is the work output that can be achieved by an individual or a group of people within a company in accordance with their respective authorities and responsibilities in the effort to achieve organizational goals legally, without violating the law, and without conflicting with moral and ethical standards. Good performance is a step toward achieving organizational goals; therefore, performance is also a key factor in achieving organizational goals, so efforts must be made to improve employee performance.

CV. Yamaha Waja Motor Hayam Wuruk Denpasar operates as a full-service official Yamaha dealer, providing sales, service, and spare parts. In its operations, CV. Yamaha Waja Motor Hayam Wuruk Denpasar employs a total of 35 people. Based on the author's interview with the management of CV. Yamaha Waja Motor Hayam Wuruk Denpasar, an issue related to employee performance was identified: the company has not yet optimally achieved its sales targets.

Table 1. Sales Targets and Actuals for the Period January–December 2024

No.	Month (a)	Sales target (motorcycles) (b)	Sales figures (motorcycles) (c)	Percentage (%) (d) = (c : d) x 100%
1	January	50	35	70%
2	February	50	31	62%
3	March	50	37	74%
4	April	50	42	84%
5	May	50	38	76%
6	June	65	52	80%
7	July	65	46	70%
8	August	65	41	63%
9	September	65	56	86%
10	October	65	50	76%
11	November	65	49	75%
12	December	65	51	78%
Total		690	528	894%
Average		59	44	74.50%

Source: CV. Yamaha Waja Motor Hayam Wuruk Denpasar, 2024

Table 1 shows the percentage of sales achieved during the period from January to December 2024; the average sales percentage was only 74.50%. The company failed to meet its sales target, which could become a serious issue that must be addressed immediately by company management.

One factor influencing employee performance is workload (Putra et al., 2023). To improve employee performance, it is important to consider both physical and mental workload. The company must pay attention to the condition of its human resources, as the human body is designed to perform daily activities, with muscle mass playing a significant role in performance. An issue related to workload is the use of work time. Employees often work beyond the company's designated working hours, particularly in the mechanical s department, where employees frequently work to complete tasks past regular hours, and in the sales department, where delivering goods to customers extends beyond the company's established working hours.

In addition to workload, another factor that can influence employee performance is work discipline (Ariesni & Asnur, 2021). Work discipline refers to an individual's awareness and willingness to comply with company regulations and prevailing social norms. Enforcing work discipline within a corporate organization is crucial. Based on the data the author obtained, it shows that the highest rate of employee tardiness occurred in December 2024 at 37.14%, and the lowest rate of employee absenteeism occurred in September at 11.427%, while the average rate of employee absenteeism and tardiness from January to December 2024 was 23.66%. Companies strongly require good employee attendance—specifically, punctuality—to ensure tasks are completed on time.

In addition to workload and work discipline, other factors that can influence employee performance include organizational culture (Sari and Sandi, 2023). Organizational culture is a set of long-standing values, norms, and assumptions that are accepted and followed by organizational members as a guide for behavior and solutions to organizational problems (Sutrisno, 2019). Issues related to organizational

culture include a lack of employee innovation in company activities, such as addressing customer complaints regarding service—particularly in the service department—and employees hesitating to take risks when making decisions while facing difficulties in resolving motorcycle issues, especially in the engineering department. If this continues, it will result in a decline in employee performance.

Based on the description of these phenomena and the varied results of previous research, the researcher is interested in conducting a study titled "The Effect of Workload, Work Discipline, and Organizational Culture on Employee Performance at CV. Yamaha Waja Motor Hayam Wuruk Denpasar."

2. LITERATURE AND HYPOTHESES

Employee Performance

According to Mangkunegara (2019), performance refers to the work results achieved by an employee, in terms of both quality and quantity, in carrying out tasks in accordance with the responsibilities assigned. Performance is also defined as an individual's success in completing the tasks assigned to them. Meanwhile, according to Hamali (2019), performance is the result of an employee's work process within a specified timeframe, which impacts the company. The better an employee's performance, the better the company's performance.

Workload

Putri et al. (2023) state that workload is the volume of work or tasks that must be completed by an individual within a specific timeframe. Workload involves not only the quantity of work but also its complexity, level of responsibility, and time constraints. At its core, workload indicates the extent of work expectations placed upon an individual. The level of workload is determined by human capacity and available resources. Every job is a burden in itself, and every worker has their own capacity to manage their workload as a burden. This can take the form of physical, mental, or social burdens (Mahawati, et al., 2021).

Work Discipline

According to Maulyan (2024), work discipline is an individual's willingness to follow established rules, procedures, and work standards. This includes the steps employees take to adhere to work schedules, complete tasks on time, and maintain the integrity and quality of their work. The goal is to enhance individuals' awareness and readiness to comply with company rules and prevailing social norms. Disciplined behavior in the workplace is a factor that must be implemented and adhered to, as discipline is a key factor influencing the achievement of company goals (Gresida & Utama, 2019).

Organizational Culture

According to the explanation provided by Wahyudi and Tupti (2019), organizational culture can be described as inherent attributes within an organization that serve as a guide for its behavior, thereby distinguishing it from other organizations. Organizational culture plays a crucial role in business success and sustainability, including for startups. A positive culture that fosters collaboration, risk-taking, and a shared vision has been linked to increased employee satisfaction, innovation, and overall organizational success (Supriatna & Zulgane, 2023).

Hypotheses

The Effect of Workload on Employee Performance

Workload refers to the amount of work or tasks that an individual or team must complete within a specific period of time. This can include various types of tasks, ranging from routine daily tasks to more complex projects. Workload is often measured in terms of the number of working hours, the volume of work, or the level of complexity of the tasks to be handled. It is important to understand and manage workload effectively to prevent overburdening, which can lead to stress, fatigue, or decreased productivity. In the workplace, managers or team leaders are responsible for ensuring that workload is distributed fairly and efficiently among team members so that organizational goals can be effectively achieved.

According to Ilham (2021), workload refers to a series of tasks assigned to workers or employees to be completed within a specific timeframe, utilizing the skills and potential possessed by those workers. This is also supported by previous research conducted by Jaya et al. (2023), Neksen et al. (2021), Nasution et al. (2023), Ekhsan (2022), and Hasbiah (2023), which states that workload has a negative effect on employee performance. It can be concluded that the first hypothesis, which states that workload has a negative effect on employee performance, is supported.

H1: Workload has a negative effect on the performance of employees at CV. Yamaha Waja Motor Hayam Wuruk Denpasar

The Effect of Work Discipline on Employee Performance

Work discipline is an individual's ability to perform tasks in accordance with company regulations and procedures. This includes adhering to work schedules, consistent attendance, proper task completion, and respecting applicable rules. Good work discipline enhances productivity, efficiency, and work quality while fostering a harmonious work environment. It also involves integrity, dedication, teamwork, and commitment to the organization's vision, which can strengthen an individual's reputation and contribute positively to the company's success.

According to Rivai (2016), work discipline is a tool used by company management to communicate with employees to encourage them to change certain behaviors and as an effort to raise awareness of and reinforce applicable norms. This is also supported by previous research conducted by Chassanah (2022), Meliani & Siagian (2022), Hamarto (2022), Fajri et al. (2022), and Ubadilah (2023), which states that work discipline has a positive effect on employee performance. It can be concluded that the first hypothesis—that work discipline has a positive and significant effect on performance—is supported.

H2: Work discipline has a positive effect on employee performance at CV. Yamaha Waja Motor Hayam Wuruk Denpasar

The Influence of Organizational Culture on Employee Performance

The success of an organization or company in achieving its goals can be determined based on management principles, such as planning, organizing, actuating, and controlling. Additionally, organizational culture can be a crucial factor in achieving organizational goals, meaning that a positive organizational culture influences employee performance, which in turn positively impacts the ability to enhance and realize the company's objectives.

According to Budiantara (2022), organizational culture is a set of shared values within an organization that determines how employees carry out activities to achieve organizational goals. This is also supported by previous research conducted by Permadi et al. (2024), Sari & Sandi (2023), Girsang et al. (2021), Pratama & Elistia (2020), Firmansyah & Mira (2022), and Hanafi & Nurjaya (2023), who concluded in their studies that organizational culture demonstrates a positive and significant influence on employee performance.

H3: Organizational culture has a positive effect on employee performance at CV. Yamaha Waja Motor Hayam Wuruk Denpasar.

3. RESEARCH METHODS

This study was conducted at CV. Yamaha Waja Motor's Hayam Wuruk Branch in Denpasar, located at Jl. Hayam Wuruk 72 C, Denpasar. The population in this study consisted of all 35 employees at CV. Yamaha Waja Motor Hayam Wuruk Denpasar. The sample size was determined using a census method. Data collection methods included observation, interviews, questionnaires, and documentation. The data analysis technique used was multiple linear regression analysis.

4. RESULTS AND DISCUSSION

Research Instrument Validation

a. Validity Test

Table 2. Results of Instrument Validity Testing

Statement	Correlation Coefficient	Significance	r-Table	Conclusion
Workload (X1)				
X _{1.1}	0.758	0.000	0.30	Valid
X _{1.2}	0.886	0.000	0.30	Valid
X _{1.3}	0.812	0.000	0.30	Valid
X _{1.4}	0.730	0.000	0.30	Valid
Work discipline (X2)				
X _{2.1}	0.814	0.000	0.30	Valid
X _{2.2}	0.858	0.000	0.30	Valid
X _{2.3}	0.859	0.000	0.30	Valid
X _{2.4}	0.885	0.000	0.30	Valid
Organizational Culture (X3)				
X _{3.1}	0.805	0.000	0.30	Valid
X _{3.2}	0.604	0.000	0.30	Valid
X _{3.3}	0.859	0.000	0.30	Valid
X _{3.4}	0.787	0.000	0.30	Valid
X _{3.5}	0.838	0.000	0.30	Valid
X _{3.6}	0.852	0.000	0.30	Valid
Employee performance (Y)				
Y ₁	0.645	0.000	0.30	Valid
Y ₂	0.667	0.000	0.30	Valid
Y ₃	0.639	0.000	0.30	Valid
Y ₄	0.662	0.000	0.30	Valid
Y ₅	0.872	0.000	0.30	Valid

Table 2 shows that all Pearson correlation coefficients for the instruments are above 0.30. This means that all instruments used to collect data in the form of questionnaires are valid.

b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Cronbach's Alpha 0.60	Description
Workload (X ₁)	0.805	Reliable
Work discipline (X ₂)	0.868	Reliable
Organizational culture (X ₃)	0.877	Reliable
Employee performance (Y)	0.732	Reliable

Table 3 shows that the Cronbach's Alpha values for each variable are greater than 0.60. This indicates that all instruments are reliable, and the study can proceed

Classical Assumption Test

a. Normality Test

Table 4. Results of the Normality Test

Unstandardized Residual	
N	35
Asymp. Sig. (2-tailed)	0.200

Table 4 shows that the asymptotic significance (two-tailed) of the residuals is 0.200, which is greater than 0.05; therefore, it can be concluded that the variable is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Workload	0.540	1.851
Work discipline	0.545	1.835
Organizational culture	0.776	1.288

Table 5 shows that all independent variables have VIF coefficients less than 10 and tolerances greater than 0.1. Thus, it can be concluded that all independent variables in the study are free from multicollinearity.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig.
Workload	0.912
Work discipline	0.670
Organizational culture	0.942

Table 6 shows the significance for each independent variable, namely Workload (X1), Work discipline (X2), and Organizational culture (X3) is greater than 0.05; thus, none of the independent variables has a significant effect on the dependent variable (absolute value of ei), so there is no evidence of heteroscedasticity.

Data Analysis Results

a. Multiple Linear Regression Analysis

Table 7. Results of Multiple Linear Regression Analysis Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.807	2,693		4.385	0.000
Workload	-0.479	0.116	-0.474	-4.137	0.000
Work discipline	0.271	0.118	0.261	2.287	0.029
Organizational culture	0.256	0.073	0.336	3.520	0.001

Based on the values in Table 7, the multiple linear regression equation is as follows:

$$Y = 11.807 - 0.479 X1 + 0.271X2 + 0.256 X3$$

- 1) $a = 11.8074$ means that if Workload (X1), Work Discipline (X2), and Organizational Culture are each held constant at 0 (zero), then employee performance is 11.807
- 2) $\beta_1 = -0.479$ means that if Workload (X1) decreases while Work Discipline (X2) and Organizational Culture (X3) remain unchanged, this will be followed by an increase in Employee Performance (Y)
- 3) $\beta_2 = 0.271$, meaning that if work discipline (X2) increases while employee workload (X1) and organizational culture (X3) remain unchanged, this will be followed by an increase in employee performance (Y).
- 4) $\beta_3 = 0.256$ means that if Organizational Culture (X3) increases while Employee Workload (X1) and Work Discipline (X2) remain unchanged, this will be followed by an increase in Employee Performance (Y).

b. Multiple Correlation Analysis

Table 8. Results of Multiple Correlation Analysis
Summary

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	0.883 ^a	0.780	0.759	1.10335

Table 8 shows a correlation coefficient (R) of 0.883. This value of 0.883 falls within the range of 0.800–1.000, indicating a very strong relationship between Workload (X1), Work Discipline (X2), and Organizational Culture (X3) and Employee Performance (Y).

c. Coefficient of Determination

Table 9. Results of the Coefficient of Determination Analysis
Summary

Model	R	R-Square	Adjusted R-Square	Standard Error of the Estimate
1	0.883 ^a	0.780	0.759	1.10335

Table 9 shows that the Adjusted R-squared value is 0.759, or 75.9%. This means that Workload (X1), Work Discipline (X2), and Organizational Culture (X3) account for 75.9% of the variance in Employee Performance (Y), while the remaining 24.1% is influenced by other variables.

d. F-Test

Table 10. Results of the F-Test Analysis
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	256.551	3	85.517	39.405	0.000 ^b
Residual	143.235	66	2.170		
Total	399.786	69			

Table 10 shows a calculated F-value of 39.405 with a significance level of 0.000, which is less than 0.05. This means that Workload, Work Discipline, and Organizational Culture simultaneously have a significant effect on Employee Performance. Therefore, the regression model is considered to fit the data and is suitable for further analysis. (The model fits the data)

e. Hypothesis Testing (t-Test)

Table 11. Results of the T-Test Analysis
Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	11.807	2,693		4.385	0.000
Workload	-0.479	0.116	-0.474	-4.137	0.000
Work discipline	0.271	0.118	0.261	2.287	0.029
Organizational culture	0.256	0.073	0.336	3.520	0.001

1) Conclusion for the Workload variable (X1)

Table 11 Standardized Beta Coefficient for the Workload variable (X1) shows a positive direction of -0.479 and a t-value significance for the Workload variable (X1) of $0.000 < 0.05$. This indicates a negative

and significant relationship between Workload (X1) and Employee Performance (Y). This means that if an employee's workload decreases, Employee Performance will increase, and the hypothesis is proven.

2) Conclusion for the Work Discipline variable (X2)

Table 11 shows the standardized beta coefficient for the Work Discipline variable (X2) with a positive direction of 0.271 and a t-value significance for the Work Discipline variable (X2) of $0.271 < 0.05$, this indicates a positive and significant influence of Work Discipline (X2) on Employee Performance (Y). This means that if Work Discipline increases, Employee Performance will also increase, and the hypothesis is proven.

3) Conclusion for the variable Organizational Culture (X3)

Table 11 Standardized Beta Coefficient for the variable Organizational Culture (X3) shows a positive direction of 0.256 and a t-statistic significance for the variable Organizational Culture (X3) of $0.001 < 0.05$, which indicates a positive and significant influence of Organizational Culture (X3) on employee performance (Y). This means that if Organizational Culture is improved, employee performance will increase, and the hypothesis is proven

Discussion

The Effect of Workload on Employee Performance

The analysis revealed a significant negative relationship between Workload (X1) and Employee Performance (Y) at CV. Yamaha Waja Motor Hayam Wuruk in Denpasar; that is, when employee workload decreases, employee performance increases. Based on the analysis obtained from the study on workload and employee performance, the workload assigned by the company to employees is the most critical factor in improving the quality of employee performance at CV. Yamaha Waja Motor Hayam Wuruk in Denpasar. Workload is often measured in terms of the number of working hours, the volume of work, or the level of task complexity that must be handled. It is important to understand and manage workloads effectively to prevent overburdening, which can lead to stress, fatigue, or decreased productivity. In the workplace, managers or team leaders are responsible for ensuring that workloads are distributed fairly and efficiently among team members so that organizational goals can be effectively achieved. If a company has an excessive workload, employees will feel overwhelmed by their work; conversely, if the workload is too light, employees will feel bored with their work.

The above discussion is also supported by the results of previous studies conducted by Jaya et al. (2023), Neksen et al. (2021), Nasution et al. (2023), Ekhsan (2022), and Hasbiah (2023), which state that workload has a negative impact on employee performance. Based on the results of the aforementioned studies, it follows that if an employee's workload decreases in handling tasks assigned by the company, their performance will improve.

The Effect of Work Discipline on Employee Performance

The analysis revealed a positive and significant relationship between work discipline (X2) and employee performance (Y) at CV. Yamaha Waja Motor Hayam Wuruk Denpasar; this means that if employees' work discipline improves, their performance will also improve. Based on the analysis from this study on work discipline and employee performance, work discipline is the most critical factor in enhancing the quality of employee performance at CV. Yamaha Waja Motor Hayam Wuruk Denpasar. Every employee must maintain a disciplined attitude to ensure the company can execute its operations in accordance with the established plans and schedules.

The above discussion is also supported by the results of previous studies conducted by Chassanah (2022), Meliani & Siagian (2022), Hamarto (2022), Fajri et al. (2022), and Ubadilah (2023), who state that work discipline has a positive effect on employee performance—meaning that if employees' work discipline aligns with the company's established regulations, then employee performance will improve

The influence of organizational culture on employee performance

The success of an organization or company in achieving its goals can be determined based on management principles, such as planning, organizing, actuating, and controlling. Additionally, organizational culture can be a crucial factor in achieving organizational goals, meaning that a positive organizational culture influences employee performance, which in turn positively impacts the ability to enhance and realize the company's objectives. This indicates that the implementation of organizational culture within a company directly or indirectly shapes employees' work ethic and their ability to achieve the company's goals. This suggests that the greater the influence of organizational culture, the higher the level of employee performance.

The above discussion is also supported by the results of previous research conducted by Permadi et al. (2024), Sari & Sandi (2023), Girsang et al. (2021), Pratama & Elistia (2020), Firmansyah & Mira (2022), and Hanafi & Nurjaya (2023), who concluded in their studies that organizational culture has a positive and significant influence on employee performance.

5. CONCLUSIONS AND LIMITATIONS

Based on the results of the analysis of the data collected, the following conclusions can be drawn: Workload has a negative and significant effect on employee performance at CV. Yamaha Waja Motor Hayam Wuruk Denpasar. Work discipline has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance.

The limitations of this study stem from the relatively short duration of the research. This limitation inevitably results in limited comprehensive insight into the relationships among the variables studied, given that the issues faced by employees in the company are relatively complex and dynamic over time. Additionally, numerous factors determine employee performance within a company, such as: organizational justice, organizational climate, financial compensation, and others. This is because efforts to shape employees' attitudes and behaviors within a company are crucial, particularly regarding key aspects—especially in meeting consumer demands for the high-quality service provided by the company.

REFERENCES

- Afandi, P. (2022). *Manajemen sumber daya manusia (teori, konsep dan indikator)*. Zanafa Publishing.
- Ariesni, & Asnur, L. (2021). Impresi disiplin kerja terhadap kinerja karyawan. *Jurnal Economic Resource*, 2(2), 163–171. <https://doi.org/10.33096/jer.v2i2.428>
- Chassanah. (2022). Pengaruh disiplin kerja terhadap kinerja karyawan PT United Pasific Solutions Jakarta Selatan. *Jurnal Penelitian Ipteks*, 4(1), 47–62.
- Duwipayana, I. M. A. P., Sapta, I. K. S., & Rihayana, I. G. (2022). Pengaruh lingkungan kerja dan beban kerja terhadap kinerja pegawai pada Kantor Lurah Sanur Kota Denpasar. *Values*, 3(1), 105–119.
- Ekhsan, M. (2021). Peran stres kerja sebagai mediasi pada pengaruh beban kerja terhadap kinerja karyawan. *Jurnal Penelitian dan Pengembangan Sains dan Humaniora*, 5(2), 186–194.
- Fajri, C., Amelya, A., & Suworo, S. (2022). Pengaruh kepuasan kerja dan disiplin kerja terhadap kinerja karyawan PT. Indonesia Applicad. *JlIP - Jurnal Ilmiah Ilmu Pendidikan*, 5(1), 369-373.
- Firmansyah, R., & Maria, S. (2022). Pengaruh kepemimpinan, budaya organisasi dan motivasi kerja terhadap kinerja karyawan pada PT. The Univenus Serang. *Jurnal EKOBIS (Kajian Ekonomi dan Bisnis)*, 2(1), 47–61.
- Girsang, L., Zulkarnain, Z., & Isnaniah, I. (2021). Pengaruh pelatihan dan budaya organisasi terhadap kinerja karyawan PT. Lintas Aman Andalas Medan. *Jurnal Ilmiah Manajemen dan Bisnis (JIMBI)*, 2(1), 1–8.
- Hamali, A. Y. (2019). *Pemahaman praktis administrasi, organisasi dan manajemen* (Edisi 1). Prenada Media Group.
- Hanafi, M., & Nurjaya. (2023). Pengaruh beban kerja dan budaya organisasi terhadap kinerja pegawai Bawaslu Kabupaten Maros. *Jurnal Manajemen Modern*, 2(1), 162–174.
- Hasbiah, S. (2023). Pengaruh beban kerja terhadap kinerja karyawan pada PT. Telkom Indonesia (Persero) Tbk, Witel Makassar Unit Government and Enterprise (GES). *Jurnal Ekonomi dan Bisnis*, 1(2), 1–10.

- Hasibuan, M. S. P. (2019). *Manajemen sumber daya manusia*. Bumi Aksara.
- Jaya, I. G. A. P., Wisnawa, I. M. B., & Arini, N. N. (2023). Pengaruh beban kerja dan stres kerja terhadap kinerja karyawan housekeeping pada masa pandemi COVID-19 di W Hotel Seminyak Bali. *Jurnal Ilmiah Hospitality Management*, 13(2), 103–110.
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., & Bahri, S. (2021). *Analisis beban kerja dan produktivitas kerja* (Edisi 1). Yayasan Kita Menulis.
- Mangkunegara, A. P. (2019). *Manajemen sumber daya manusia perusahaan*. Remaja Rosdakarya.
- Maulyan, F. F., & Sandini, D. (2024). Pengaruh kerjasama tim, motivasi kerja, dan disiplin kerja terhadap prestasi kerja karyawan. *Jurnal Sains Manajemen*, 6(1), 24–29.
- Meliani, M., & Siagian, M. (2022). Pengaruh disiplin kerja dan komunikasi terhadap kinerja karyawan PT Sat Nusapersada Tbk. *eCo-Buss*, 4(3), 437–449. <https://doi.org/10.32877/eb.v4i3.294>
- Nasution, M. I., Iskandarini, & Pujngkoro, S. A. (2023). Pengaruh beban kerja dan budaya organisasi terhadap kinerja dimediasi motivasi kerja karyawan Bank Syariah Indonesia (BSI) Regional Finance Operation Medan. *Jurnal Ilmiah Muqoddimah: Jurnal Ilmu Sosial, Politik, dan Humaniora*, 7(2), 508–517. <https://doi.org/10.31604/jim.v7i2.2023.508-517>
- Neksen, R., Thamsin, J., & Siregar, S. (2021). Pengaruh beban kerja dan jam kerja terhadap kinerja karyawan pada PT. Grup Global Sumatera. *Jurnal Samudra Ekonomi dan Bisnis*, 12(2), 234–245.
- Permadi, I. K. O., Fadah, I., & Rizki, V. L. (2024). Green HRM and employee performance: How organizational culture plays a mediating role. *Journal of Economics, Finance and Management Sciences*, 7(10), 6502–6509.
- Pratama, R. A., & Elistia, E. (2020). Analisis motivasi kerja, kepemimpinan transformasional dan budaya organisasi terhadap kinerja karyawan dimediasi kepuasan kerja pada angkatan kerja generasi Z. *Jurnal Ilmiah Magister Manajemen*, 2(2), 170–183.
- Putri, G. A. M. (2023). Pengaruh pengembangan karier, budaya organisasi dan beban kerja terhadap kepuasan kerja karyawan (literature review MSDM). *Jurnal Ekonomi Manajemen Sistem Informasi*, 5(2), 99–110. <https://doi.org/10.31933/jemsi.v5i2.1688>
- Rihayana, I. G., Salain, P. P. P., & Adhika, N. R. (2022). Pengaruh kepemimpinan transformasional dan komunikasi terhadap kinerja karyawan pada industri kerajinan patung. *JMM Unram - Master of Management Journal*, 11(4), 281–292.
- Rihayana, I. G., Suardhika, I. N., Darmawan, R., & Juniarta, K. (2023). Pengaruh pengembangan karir, motivasi dan karakteristik individu terhadap kinerja karyawan pada The Nyaman Hotel Bali. *Widya Amerta*, 10(1), 62–76.
- Rivai, V., & Basri, M. (2016). *Performance appraisal: Sistem yang tepat untuk menilai kinerja karyawan dan meningkatkan daya saing perusahaan*. Grafindo.
- Sari, A. R., & Sandi, M. K. (2023). Pengaruh budaya organisasi dan disiplin kerja terhadap kinerja karyawan pada PT. Monica Hijau Lestari Tangerang Selatan. *JURNAL ASIK: Jurnal Administrasi, Bisnis, Ilmu Manajemen, & Kependidikan*, 1(3), 102–114.
- Sulaksono, H. (2019). *Budaya organisasi dan kinerja*. Deepublish.
- Supriatna, N., & Zulganef, Z. (2023). The influence of innovation leadership on employee performance. *International Journal of Business, Economics, and Social Development*, 4(1), 20–24.
- Surya, I. B. K., & Rihayana, I. G. (2024). The relationship of workload, work life balance and job stress on bank employees. *International Research Journal of Economics and Management Studies (IRJEMS)*, 3(4), 46–52.
- Sutrisno, H. E. (2019). *Budaya organisasi*. Prenada Media.
- Vanchapo, A. R. (2020). *Beban kerja dan stres kerja*. CV. Penerbit Qiara Media.
- Wahyudi, W. R., & Tupti, Z. (2019). Pengaruh budaya organisasi, motivasi dan kepuasan kerja terhadap kinerja. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 2(1), 31–44.