

**The Influence of Workload and Job Stress On Work Productivity Through The Work Environment Of Employees At Kpp Pratama Jakarta Mampang Prapatan**

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**ABSTRACT**

*This research aims to: 1) determine the effect of workload on the work environment, 2) determine the effect of work stress on the work environment, 3) determine the effect of workload on work productivity, 4) determine the effect of work stress on work productivity, 5) determine the effect of the environment work on work productivity, 6) know the effect of workload on work productivity through the work environment, and 7) know the effect of work stress on work productivity through the work environment. The research was conducted at the KPP Pratama Jakarta Mampang Prapatan office with a research sample of 108 respondents. The sampling technique uses a saturated sample technique. The data analysis method uses descriptive analysis and path analysis. The research results show that: 1) workload has a positive and significant effect on the work environment, 2) work stress has a positive and significant effect on the work environment, 3) work load has a positive and significant effect on work productivity, 4) work stress has a positive and insignificant effect on work productivity, 5) the work environment has a positive and significant effect on work productivity, 6) there is no positive and significant effect of workload on work productivity through the work environment, and 7) workload has a positive and significant effect on work productivity through the work environment.*

*Keywords: Work load, work stress, work environment work productivity.*

**INTRODUCTION**

Human resources are currently required to have high capabilities in terms of mastery and development of science and technology. Mastery and development are important factors that support very rapid development. The challenges faced by human resources in the government institutional environment are currently required to improve fast and accurate services.

Humans are the main factor in every institutional activity which is a unique asset because in its management there are so many influencing factors and it is very difficult to predict. This will of course affect the achievement of work productivity of each individual

employee. The success of an institution in achieving predetermined goals is very dependent on the excellence of the human resources carrying out their duties.

Tax is one of the main sectors of government revenue which has an important role in development. So that in its implementation the taxation sector is regulated through a system and laws that have been established. Through this system, it is hoped that national development procurement through the tax sector can be maximized for the common good.

Definition of tax according to article 1 number 1 of Law no. 6 of 1983 as recently refined with Indonesian Tax Law no. 28 of 2007 concerning general provisions and procedures for taxation (KUP) is a mandatory contribution to the state owed by an individual or entity that is coercive based on the law, without receiving direct reciprocity and used for state needs for the greatest prosperity of the people. This definition means that taxes are collected based on applicable laws and regulations and are coercive. The proceeds from tax revenues are used for state needs aimed at the prosperity of the people.

Productivity is one of the components that an institution or organization must have if it wants to achieve the goals that have been set. In its activities the institution or organization must be able to increase productivity from time to time, because this concerns the performance of the institution.

Work productivity can influence the ongoing activities of an organization, the better productivity shown by employees will be very helpful in the development of the institution. The Jakarta Mampang Prapatan Tax Service Office (KPP) is no exception, as one of the vertical units under the Directorate General of Taxes (DJP), Ministry of Finance whose main task is to collect central tax revenues consisting of Income Tax, Value Added Tax, Stamp Duty, and Land and Building Tax in the Mining, Plantation and Forestry sectors, of course must have employees with good performance, so that all organizational performance can run optimally. This agency is required to always achieve a target of at least 100% and is even

expected to exceed 100% so that it requires the maximum possible performance from every element, especially the employees of KPP Pratama Jakarta Mampang Prapatan.

In the last five years, the performance of KPP Pratama Jakarta Mampang Prapatan has not been as expected. In 2018, gross revenue performance only reached 86% and net revenue was 79.5%. In 2019, gross revenue performance was able to reach 103% but net revenue was only 91%. In 2020, gross revenue performance only reached 98% and net revenue was 78%. In 2021, gross revenue performance increased to 111%, while net revenue was only 105.48%. In 2022, gross revenue performance will increase again, reaching 138% and net revenue by 105.5%. The following presents the target achievements and realization of tax revenues for the period 2018 to 2022:

KPP Pratama Jakarta Mampang Prapatan in the last five years achieved its revenue target only in 2020, which was able to achieve net revenue of 105.5%, whereas in the previous three years it was unable to achieve the targeted tax revenue. From these conditions it can be assessed that KPP Pratama Jakarta Mampang Prapatan has not provided the performance expected by the Directorate General of Taxes.

In an effort to increase employee work productivity, organizations or institutions also need to pay attention to factors that influence employee work productivity, such as the influence of workload, work stress and the work environment.

Kahneman in Warr (2002:33) explains that workload is a competition for limited mental resources. One of the causes of decreased performance from workloads is the need to take on two or more tasks that must be done simultaneously. The more requests there are to carry out these tasks, the more performance at work decreases.

Apart from that, a factor that influences work productivity is work stress. Work stress is a condition where an employee is faced with demands, obstacles, opportunities and challenges that are different or not in accordance with the expected conditions, which can

affect his physical and mental condition, and can have good or bad consequences for him and his organizational environment. Work stress can be characterized by behavioral deviations within the organization. Therefore, the existence of work stress must be recognized by employees and organizations so that they can find out what makes employees feel stressed in their work environment.

The level of stress felt by employees depends on the individual concerned, there are those who feel stressed when facing a problem and there are those who can handle it well. Stress can cause the opposite impact, if the stress faced by employees is still within a reasonable level, then stress can be a motivator for employees in doing their work. However, on the other hand, if the level of stress experienced is at a high level, stress becomes a problem that must be immediately addressed by employees and the organization so that job satisfaction does not decrease so that it does not have a negative impact on the organization.

Globally, people still often consider or view work stress as an individual problem rather than an organizational problem. Such stereotypes continue to develop from generation to generation. At the organizational level, work stress is often underestimated. Organizations often underestimate the actions taken to prevent/reduce the emergence of work stress in employees, increase the reluctance of workers to report the work stress they experience, and create barriers to work stress intervention (Page, LaMontagne, Louie, Ostry, Shaw, & Shoveller, 2013).

Another factor that influences employee work productivity is the work environment. The work environment is the environment where employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can influence employee emotions. If an employee likes the work environment where he works, then the employee will feel at home in his workplace doing activities so that working time is used effectively and the employee's work

performance is optimistic. The work environment includes work relationships formed between fellow employees and work relationships formed between fellow employees, work relationships between subordinates and superiors as well as the physical environment in which employees work (Mardiana, 2005).

At this time the work environment can be designed to create work relationships that bind workers in the environment. In essence, the work environment has become a second home for workers. In general, workers expect that their work environment is safe, peaceful, clean and not noisy, as well as bright and free from all threats and disturbances that hinder work. Physically the work environment can be in the form of the location of the workplace, building conditions and work facilities. Meanwhile, the non-physical/psychological work environment includes discipline and cooperation. Whether physical or non-physical/psychological, the existence of the work environment is largely determined by organizational actions through organizational methods, namely the process of gathering human resources, capital and equipment in the most efficient way to achieve goals. The same as coordinating or integrating various kinds of resources owned by the organization (Sedarmayanti, 2009).

Based on the background of the problem as described above, this research takes the title: "The Influence of Workload and Work Stress on Work Productivity through the Work Environment of KPP Pratama Jakarta Mampang Prapatan Employees".

## **LITERATURE REVIEW**

### **Work Productivity**

Productivity has different meanings among experts. To deepen the understanding of productivity, below the researcher quotes several definitions of productivity from various experts' perceptions. According to Tohardi in Sutrisno (2017: 100), work productivity is a

mental attitude. A mental attitude that always looks for improvements to what already exists.

A belief that one can do a job better today than yesterday and tomorrow better than today.

Meanwhile, according to Hasibuan in Busro (2018:340), productivity is the comparison between output (results) and input (input). If productivity increases, efficiency (time-material-labor) and work systems, production techniques and the skills of the workforce will increase.

According to Kussrianto in Sutrisno (2017: 102), stated that productivity is a comparison between the results achieved and the participation of labor per unit of time. The role of labor here is the use of resources effectively and efficiently.

Based on the understanding of experts, researchers concluded that productivity is an employee's mental attitude which reflects the employee's ability to carry out work and the results obtained based on the resources used.

To measure work productivity, indicators are needed. According to Sutrisno (2019;104), they are as follow:

1. Ability. Having the ability to carry out tasks. An employee's ability really depends on the skills they have and their professionalism at work. This provides the power to complete the tasks assigned to them.
2. Increase the work results achieved. Striving to improve the results achieved. The result is something that can be felt by both those who do it and those who enjoy the results of the work. So, it is an effort to utilize work productivity for each person involved in a job.
3. Work enthusiasm. This is an effort to be better than yesterday. This indicator can be seen from the work ethic and results achieved in one day compared to the previous day.
4. Self-development. Always develop yourself to improve your work abilities. Self-development can be done by looking at the challenges and hopes of what will be faced.

## **Workload**

According to Vanchapo (2020:1), workload is a process or activity that must be completed immediately by a worker within a certain time period. If a worker is able to complete and adapt to a number of tasks given, then this does not become a workload. However, if the worker is unsuccessful then these tasks and activities become a workload.

Another opinion expressed by Linda (2014) states that workload is the effort that a person must make based on a request for the work to be completed. According to Monika (2018) workload is the process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain period of time. Dhania (2010) concluded that workload is a number of physical and psychological activities that require mental abilities and must be completed within a certain time period.

According to Koesomowidjojo (2017), there are several indicators used to find out how much workload an employee must complete, namely as follow:

1. Working conditions.

In this case, what is meant by working conditions is how far an employee understands his job well. For example, the extent of employees' understanding and ability to master the machines used to achieve predetermined targets.

2. Use of working time.

Proper use of time in accordance with the established SOP will certainly minimize employees' workload. However, sometimes an organization does not have consistent SOPs in implementing SOPs, often the use of time applied to employees tends to be narrower.

3. Targets that must be achieved.

Indirectly, the work targets set by employees will influence the workload received by employees. If there is an imbalance between the time to complete work targets and the volume of workload given, the greater the workload felt by employees.

### **Job Stress**

According to Sopiah (2008:85), stress is a response to adapt to a situation that challenges or threatens one's health. Stress is a negative consequence of modern life. People feel stressed because they have too much work, they don't understand the job, the burden of information is too heavy or because they keep up with the times. These events cause distress, namely the degree of physical, psychological and behavioral deviation from healthy functioning.

Sinambela (2016: 289) defines stress as an odd reaction from the body to the pressure placed on it. Stress affects each individual in different ways so the condition really depends on the individual. Certain events can cause someone to experience very high stress, but not other people. Apart from that, the influence of stress is not always negative. For example, mild stress actually increases productivity and can really help develop creative ideas.

Robbins (2008: 375) divides work stress indicators as follow:

1. Psychological, including: quickly irritated, uncommunicative, daydreaming a lot and mentally tired
2. Physical, including: increased heart rate and blood pressure, easy physical fatigue, headaches, sleep problems
3. Behavior, including: excessive smoking, delaying or avoiding

### **Work environment**

According to Sedamaryanti, (2017:25) the work environment is the totality of tools and materials encountered, the surrounding environment where a person works, work methods and work arrangements for individuals or groups.



According to Afandi, (2018:65) the work environment is something that exists around employees which influences employees' job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks in improving the work of employees in an organization.

According to Anam (2018:46) the work environment is something that exists around employees so that it can influence employees to feel safe, comfortable and satisfied in carrying out and completing the work given by their superiors.

The physical work environment of an organization or organization must have a comfortable and pleasant atmosphere in order to create good results. Work environment indicators according to Afandi (2018:70) are as follows:

1. Lighting.

Sufficient lighting that emits appropriately will increase the work efficiency of employees, because they can work faster, make fewer mistakes and their eyes don't get tired quickly.

2. Color.

It is one of the important factors to increase the work efficiency of employees, especially color will affect their mental state. By using the right colors on the walls of the room and other equipment, the joy and calm at work of the employees will be maintained.

3. Air.

Regarding these air factors, what is often air temperature and the amount of water vapor in the air.

4. Sound.

To overcome noise, it is necessary to place equipment that has a loud sound, such as typewriters, telephones, motorbikes, etc. In a special room, so as not to disturb other workers in carrying out their duties.

## **RESEARCH METHOD**

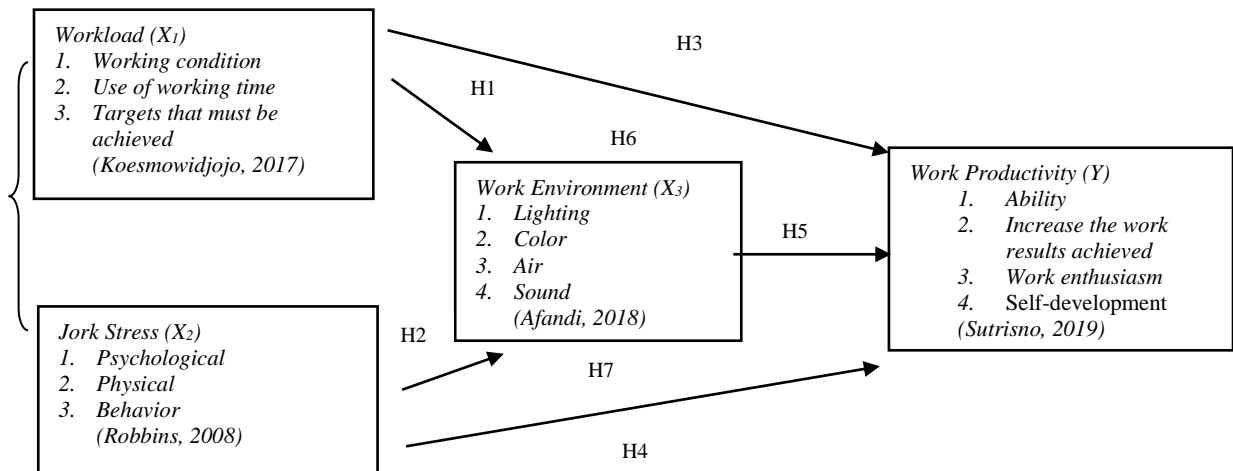
The purpose of this study is explanatory through the analysis of the causal relationship between the variables of workload, job stress, work environment and work productivity.

The data analysis method used are descriptive analysis method and path analysis. In this research the research instrument carried out by researchers is the questionnaire method. In this study, the questionnaire was prepared with alternative Likert scale answers. The population of this study were all KPP Pratama Jakarta Mampang Prapatan employees, a total of 108 people in KPP Pratama Jakarta Mampang Prapatan employees. Populations can be divided into two types, namely sampling populations or research populations and target populations, where the target population has a size larger than the size of the sampling population.

The sampling method used in this research is the saturated sample method. The saturated sampling method is a sampling technique when all members of the population are used as samples, so the total sample in this study was 108 respondents.

The instrument test used in this study used a questionnaire as a measurement scale for research variables. One of the criteria for good research is to fulfill validity and reliability. Validity shows that an instrument (measuring tool) for the performance of a questionnaire in measuring what is measured in research is really accurate. The purpose of the Reliability Test is to ensure that the questionnaire we arrange will be really good at measuring symptoms and producing valid data. Testing the assumptions used in this study include: Normality Test, Linearity Test, Multicollinearity Test, Heteroscedasticity Test, Autocorrelation Test using the SPSS version 26 application. Below is a path model created based on the variables contained in this study, which are as:

### Conceptual Framework



### RESULT AND DISCUSSION

In a series of test analysis results, the researcher first presents the result of the recapitulation of the characteristics of the respondents, namely:

#### a. The influence of workload on work environment

To find out this, it is necessary to use the F test. The following is a test for each variable:

Based on the analysis result, it is found that the calculated t value of the workload variable is 51.705, while the t table is 1.982 with a significance value of 0.000. Thus,  $t_{count} > t_{table}$  ( $51.705 > 1.982$ ) and the significance value are smaller than 0.05, thus H<sub>0</sub> is rejected and H<sub>1</sub> is accepted at this real level. This provides the conclusion that workload has a positive and significant effect on the work environment.

#### b. The influence of job stress on the work environment

Based on the analysis, it is found that the calculated t value for the work stress variable is 52.550, while the t table is 1.982 with a significance value of 0.000. Thus  $t_{count} > t_{table}$  ( $52,550 > 1.982$ ) and the significance value is smaller than 0.05, thus H<sub>0</sub> is rejected and H<sub>1</sub> is accepted at that real level. This provides the conclusion that work stress has a

positive and significant effect on the work environment. Thus, the second hypothesis is tested and proven.

**c. The influence of workload on work productivity**

Based on the analysis, it is found that the calculated t value for the workload variable is 2.963, while the t table is 1.982 with a significance value of 0.004. Thus  $t_{count} > t_{table}$  ( $2.963 > 1.982$ ) and the significance value is smaller than 0.05, so  $H_0$  is rejected and  $H_1$  is accepted at this real level. This provides the conclusion that workload has a positive and significant effect on work productivity. Thus, the third hypothesis is tested and proven.

**d. The influence of job stress on work productivity**

Based on the analysis, it is found that the calculated t value for the work stress variable is 1.425, while the t table is 1.982 with a significance value of 0.157. Thus  $t_{count} < t_{table}$  ( $1.425 < 1.982$ ) and the significance value is greater than 0.05, thus  $H_0$  is accepted and  $H_1$  is rejected at this real level. This provides the conclusion that work stress has a positive and insignificant effect on work productivity. Thus, the fourth hypothesis is untested and not proven.

**e. The influence of work environment on work productivity**

Based on the analysis, it is found that the calculated t value of the work environment variable is 4.604, while the t table is 1.982 with a significance value of 0.000. Thus  $t_{count} > t_{table}$  ( $4.604 > 1.982$ ) and the significance value is smaller than 0.05, so  $H_0$  is rejected and  $H_1$  is accepted at this real level. This provides the conclusion that the work environment has a positive and significant effect on work productivity. Thus, the fifth hypothesis is tested and proven.

**f. The influence of workload on work productivity through work environment**

$$X_1 \rightarrow X_3 \rightarrow Y = (\rho_{X_3X_1}) \times (\rho_{YX_3}) = 0,563 \times 0,408 = 0,229$$

In the workload variable, the indirect influence value is obtained from the path coefficient

value  $\rho_{X3X1}$  multiplied by the path coefficient value  $\rho_{YX3}$ . The multiplication results show that the indirect influence coefficient value with a value of 0.229 is smaller than the direct influence coefficient value with a value of 0.312. Thus, the sixth hypothesis is untested and unproven.

**g. The influence of job stress on work productivity through the work environment**

$$X2 \rightarrow X3 \rightarrow Y = (\rho_{X3X2}) \times (\rho_{YX3}) = 0,572 \times 0,408 = 0,233$$

In the work stress variable, the indirect influence value is obtained from the path coefficient value  $\rho_{X3X2}$  multiplied by the path coefficient value  $\rho_{YX3}$ . The multiplication results show that the indirect influence coefficient value with a value of 0.233 is greater than the direct influence coefficient value with a value of 0.150. This shows that the work environment can mediate, namely work stress, in influencing employee work productivity. Thus, the seventh hypothesis is tested and proven.

**Path Coefficient of Direct Influence, Indirect Influence, and Total Influence of Workload, Job Stress, and Work Environment and Work Productivity**

Variables	Path Coefficient t	Influence			R2
		Direct	Indirect	Total	
X1	0,312	0,312	0,229	0,541	
X2	0,150	0,150	0,233	0,383	
X3	0,408	0,408	-	-	
Y	-	-	-	-	
Coefficient e1	0,094	-	-	-	
Coefficient e2	0,911	-	-	-	
X1, X2, X3					0,991
X1, X2, Y					0,170

Sources: Data SPSS Ve. 23.0 yang diolah, 2023

**Discussion**

Based on the results of research regarding the influence of Workload and Work Stress on Work Productivity through the Work Environment, the following conclusions can be drawn:

1). Variables workload and job stress influence the work environment simultaneously. If workload and job stress increased, work environment will increase. Where as if if workload and job stress decreased, work environment will decrease. 2). Variables workload influence the work productivity partially. If workload increased, work productivity will increase. Where as if if workload decreased, work productivity will decrease. 3). Variables Job stress has a positive and insignificant effect on work productivity partially. 4). Variables work environment influence work productivity. If work environment increased, work productivity will increase. 5). Based on the result it can be concluded that work environment can't mediated the influence of workload on work productivity. 6). Based on the result of discussion it can be concluded work environment can mediate the influence of job stress on work productivity.

Based on the results of the analysis of the description of the workload variable, the average value of the work condition indicator shows that the employees of KPP Pratama Jakarta Mampang Prapatan tend to strongly agree that too many regulations can increase the workload, as well as additional tasks can make the workload heavier and the position is different, given not in accordance with educational background becomes a workload in itself. The average value of the workload variable shows that KPP Pratama Jakarta Mampang Prapatan employees tend to strongly agree that indicators of work conditions, targets that must be achieved and use of working time form the workload variable. The dominant indicator that forms the workload variable is the use of working time.

Based on the results of the analysis of the description of the work stress variable, the average value of the psychologist indicators shows that employees of KPP Pratama Jakarta

Mampang Prapatan tend to strongly agree that excessive workloads make employees' metabolism slow down and very tight work deadlines make employees sigh more often because of the heavy workload. The average value of the work stress variable shows that KPP Pratama Jakarta Mampang Prapatan employees tend to strongly agree that psychological, physical and behavioral indicators form the work stress variable. The dominant indicator that forms the work stress variable is behavior.

Based on the results of the analysis of the description of work environment variables, the average value of lighting indicators shows that KPP Pratama Jakarta Mampang Prapatan employees tend to strongly agree that the lighting in the work space is appropriate to support employee work activities and does not create glare and that there is backup lighting in the work place when there was a power outage. The average value of the work environment variable shows that KPP Pratama Jakarta Mampang Prapatan employees tend to strongly agree that lighting, color, air and sound indicators form work environment variables. The dominant indicator that forms the work environment variable is lighting.

Based on the results of the analysis of the description of the work productivity variable, the average value of the ability indicator shows that KPP Pratama Jakarta Mampang Prapatan employees tend to strongly agree that employees carry out work in accordance with their position in the organization and understand the routine tasks they carry out and feel they can complete the work appropriately in accordance with standards set. The average value of the work productivity variable shows that KPP Pratama Jakarta Mampang Prapatan employees tend to strongly agree that the indicators of ability, increasing the work results achieved, work enthusiasm, self-development, quality and efficiency form the work productivity variable. The dominant indicator that forms the work productivity variable is efficiency.

## **Conclusions and Recommendations**

Based on the research results and discussion of testing as above, the following suggestions are recommended:

1. Based on the results of descriptive tests of workload variables, it is known that indicators that have a small contribution to shape workload are targets that must be achieved. So, this can be an evaluation at KPP Pratama Jakarta Mampang Prapatan by giving tasks according to the employee's abilities and competencies.
2. Based on the results of the descriptive test of the work stress variable, it is known that the indicator that has a small contribution to the formation of work stress is physical. So, this can be an evaluation of KPP Pratama Jakarta Mampang Prapatan in making regular employee work schedules with a fair division of work.
3. Based on the results of descriptive tests of work environment variables, it is known that the indicator that has a small contribution to shape the work environment is sound. So, that this can be an evaluation at KPP Pratama Jakarta Mampang Prapatan, the leadership created a comfortable work space with soundproof cubicles and sufficient lighting.
4. Based on the results of the descriptive test of the work productivity variable, it is known that the indicator that has a small contribution to the formation of work productivity is quality. From the statements in these indicators, employees strive to improve the quality of work and work results so far in accordance with the quality determined by the organization and obtain the information needed to carry out work well. So that this can be an evaluation at KPP Pratama Jakarta Mampang Prapatan, the leadership makes clear work rules and targets and clear times and provides information on work which is also given directly so that there are no mistakes.
5. Based on the results of the path analysis, it shows that work stress cannot affect work productivity at KPP Pratama Jakarta Mampang Prapatan. The leadership schedules



togetherness events such as outbound activities with all employees and families so that there is a friendly atmosphere and can relieve employee stress.

6. Based on the results of the path analysis, it shows that workload cannot have an impact on work productivity through the work environment at KPP Pratama Jakarta Mampang Prapatan. So, that leaders provide tasks according to employee abilities and competencies and provide rewards or bonuses for employees who excel.

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