



The Influence of Work Behavior and Workload on Employee Performance at PT Air Minum Bandarmasih (PERSERODA) Banjarmasin

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Abstract . This research is motivated by the importance of understanding factors influencing employee performance, particularly at PT Air Minum Bandarmasih (PERSERODA) Banjarmasin. The study aims to analyze the effects of work behavior and workload on employee performance, both partially and simultaneously. This quantitative research employs a survey design with a population of 380 employees and a sample of 79 respondents selected using random sampling based on Slovin's formula. The data were analyzed using validity and reliability tests, classical assumption tests, linearity tests, multiple linear regression analysis, and hypothesis testing. The results reveal that work behavior and workload significantly affect employee performance, both individually and simultaneously. Positive work behavior enhances employee motivation, while a proportional workload supports employees in developing their potential. The implications of this study highlight the importance of organizational management in fostering productive work behavior and effectively managing workload to sustainably improve employee performance.

Keywords : Work Behavior, Work Load, Performance

1. BACKGROUND

Technological advances have encouraged companies to develop strategies to achieve their goals. However, without quality human resources (HR), no matter how sophisticated the technology is, it will not be effective. HR is an important asset that determines the success of a company's management activities. Therefore, companies need to create high-achieving HR to support optimal performance, as a benchmark for achieving company goals .

Employee performance is assessed through the development of work results, with specific procedures owned by each company. To achieve the best performance, employees need structured and effective direction. However, internal challenges, such as work behavior, workload, work environment, and leadership often affect the quality of work.

Data from BPS shows a decline in the Job Quality Index (IKP) from 55.23 in August 2019 to 43.78 in August 2020. This reflects that employee performance affects the quality of work. When performance declines, the quality of work results is also affected, impacting the achievement of company goals.

Work behavior is an individual's response to various aspects of the work environment, such as tasks, treatment by superiors, and environmental conditions.

Internal and external factors influence this behavior. By understanding work behavior, companies can create a consistent and conducive work environment for employees.

Excessive workload can cause physical and mental fatigue, disrupt concentration, and reduce work comfort. Conversely, too little workload can cause boredom, which has an impact on employee attention and potential. Companies must be able to manage workloads to maintain optimal performance.

Various studies have shown a significant relationship between work behavior and workload on employee performance. For example, the results of Prabawati & Hakim's (2023) study showed that work behavior has a significant influence on employee performance. Meanwhile, Diana (2019) found that workload affects performance by 54.76%.

PT Air Minum Bandarmasih (PERSERODA) Banjarmasin is a clean water distribution company in South Kalimantan. Established since 1937, the company continues to develop infrastructure, technology, and human resources to provide optimal service, including achieving 100% service with 163,140 house connections.

Observation results show that the quality of human resources in this company is still less than optimal. The main problem includes the placement of employees who do not match their expertise, so that employees need more time to produce good performance. This is considered a form of workload that affects performance.

Another observation shows the phenomenon of "*quiet quitting*," especially among Gen-Z, who often feel their jobs are not up to expectations. Factors such as excessive overtime, inadequate salaries, and less than conducive work environments reduce employee motivation and enthusiasm, affecting their performance.

Based on this phenomenon, this study aims to analyze the influence of work behavior and workload on employee performance at PT Air Minum Bandarmasih (PERSERODA) Banjarmasin. This study is expected to provide recommendations to improve employee performance through effective management of work behavior and workload.

2. THEORETICAL STUDY

Work Behavior

Work behavior is an individual's reaction or response to their work that includes activities in the workplace, such as completing tasks and interacting with the work environment. According to Raynaldo & Hadi (2016), this behavior is influenced by

internal factors, such as individual character, and external factors, such as the work environment and relationships with leaders. Companies need to encourage good work behavior by creating a comfortable and supportive work environment.

Work Behavior Indicators

Hattami & Zakiyudin (2020) identified four indicators of work behavior, namely:

1. Ability to Interact: The relationship of individuals with the social environment.
2. Quality of Work: The value and quality of work results.
3. Work Habits: Consistent patterns of behavior, both positive and negative.
4. Self-Control: The ability to manage emotions and act professionally in the workplace.

Workload

Workload is a number of tasks or jobs that must be completed by an individual or organization within a certain time, both physically and mentally (Hermanto, 2018; Tarwaka, 2017; Mahawati, 2021; Dhani, 2017). Too high a workload can trigger physical and mental fatigue, as well as emotional disorders such as headaches, digestive disorders, and irritability. Conversely, a workload that is too light and monotonous can cause boredom, thereby reducing work motivation. Therefore, balanced workload management is very important to maintain employee productivity and well-being.

Workload Indicators

According to Koesomowidjojo (2017:33), the indicators that influence workload are as follows.

1. Working Conditions: That is, workers can understand the work they will do well.
2. Use of Working Time: Good use of working time is in accordance with the SOP determined by the company, which aims to minimize employee workload.
3. Targets to be Achieved: The existence of work targets set by the company can directly influence the workload received by employees.

Performance

Performance is the result of actions taken by individuals or groups, either in the form of products or services (Dharma, 2023). According to Mangkunegara (2017), performance includes qualitative and quantitative work results carried out by employees according to their responsibilities. Gomes (2019) states that performance is a record of production results in a certain period. Ainanur and Tirtayasa (2018) added that performance reflects individual abilities that vary depending on their skills. Overall, employee performance is a real result achieved in a specified period and has a significant

impact on company productivity, which in turn supports the achievement of company goals.

Performance Indicators

Employee performance indicators are instruments to measure employee performance. According to Mangkunegara (2018:11) there are four aspects to measure employee performance, including the following.

1. Work quality is a result that can be measured from the level of efficiency and effectiveness of an employee in carrying out a job.
2. Quantity of work, namely any form of measurement related to the amount of real work results that have been achieved by workers expressed in a number, so quantity of work can be said to be the amount of work carried out by employees in a time period determined by the company.
3. Task Execution, is a measuring tool to what extent employees are able to carry out their work accurately or with minimal errors. So it can be said that task execution is whether or not an employee can be relied on to carry out his/her duties according to the instructions given.
4. Responsibility, is a conscious attitude of humans in their behavior and actions, both intentional and unintentional. Responsibility in a job is something that must be done by an employee so that the work carried out can run well according to what is expected by the company.

3. RESEARCH METHODS

The method used in this study is a quantitative research method. The work process begins with the creation of a theoretical model and analysis that is the basis for formulating temporary questions or statements (hypotheses). Data collection techniques in quantitative research methods usually consist of data collection through interviews, questionnaires, observations, and filling out questionnaires.

Population

According to Handayani (2020), population is the sum of each element studied that has the same characteristics. This can be a group, event, or individual who is included in something you are investigating. The population of this study is employees of PT Air Mimum Bandarmasih (PERSERODA) Banjarmasin. The total number of employees is 380 people.

Sample

According to Sugiyono (2019: 127), a sample is a portion of a population and its characteristics. The sampling technique used in this study uses the simple random sampling technique. This is called "simple" because sample members are selected randomly from the population without considering stratification in the population. The number of research samples used is determined using the Slovin formula.

$$n = \frac{N}{1 + N(e)^2}$$

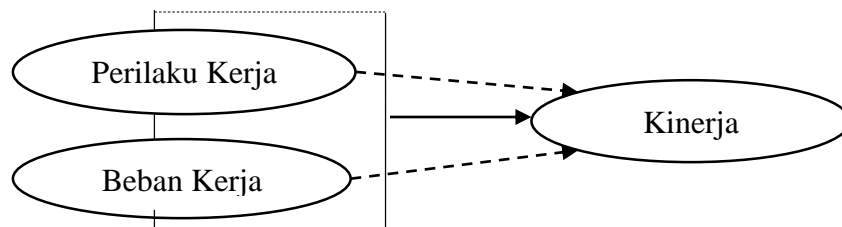
The population of PT Air Minum Bandarmasih (PERSERODA) Banjarmasin is 380 people, so the percentage of leniency used is 10%, and the results can be rounded to achieve eligibility. To determine the size of the research sample, the following calculations are carried out:

$$n = \frac{380}{1 + 380(0,1)^2}$$

$$n = \frac{380}{4,8} = 79,16$$

Based on the calculation above, the number of samples obtained was 79.16, which was rounded up to 79 respondents.

Framework of Thinking



Based on the background and problem formulation that has been explained above, the hypothesis in this study is:

- H1: It is suspected that work behavior has a significant effect on employee performance at PT Air Minum Bandarmasih (PERSERODA) Banjarmasin.
- H2: It is suspected that workload has a significant effect on employee performance at PT Air Minum Bandarmasih (PERSERODA) Banjarmasin.
- H3: It is suspected that work behavior and workload together have a significant effect on employee performance at PT Air Minum Bandarmasih (PERSERODA) Banjarmasin.

4. RESULTS AND DISCUSSION

Research result

Instrument Test Results

The instrument testing process involves two important aspects, namely validity and reliability. Validity is tested to ensure that the instrument measures what it is supposed to measure. This usually involves *Pearson's product moment correlation analysis* using statistical software such as SPSS. In contrast, reliability is tested to assess the consistency and reliability of the instrument in measuring the same concept. One common method for measuring reliability is by calculating *the Cronbach's Alpha value*.

1. Validity Test

Test validity is valid instrument means tool measurement used For getting data (measuring) is valid. Valid means that the instrument is valid can used For measure what it should be measured. If sig value value more smaller than 0.05 then the statement is valid. For more explain it about test data validity can seen on table following.

Validity Test Results

Variables	Item	Validity		
		r	Sig	Caption
Work Behavior (X1)	X1.1	0,559	0,000	Valid
	X1.2	0,415	0,000	Valid
	X1.3	0,332	0,000	Valid
	X1.4	0,567	0,000	Valid
	X1.5	0,719	0,000	Valid
	X1.6	0,537	0,000	Valid
	X1.7	0,493	0,000	Valid
	X1.8	0,459	0,000	Valid
	X1.9	0,512	0,000	Valid
	X1.10	0,702	0,000	Valid
	X1.11	0,549	0,000	Valid
Burden Work (X2)	X2.1	0,690	0,000	Valid
	X2.2	0,595	0,000	Valid
	X2.3	0,478	0,000	Valid
	X2.4	0,705	0,000	Valid
	X2.5	0,587	0,000	Valid
	X2.6	0,565	0,000	Valid
	X2.7	0,552	0,000	Valid
	X2.8	0,334	0,003	Valid
	X2.9	0,552	0,000	Valid

Employee performance (Y)	Y.1	0.818	0,000	Valid
	Y.2	0.791	0,000	Valid
	Y.3	0.836	0,000	Valid
	Y.4	0.824	0,000	Valid
	Y.5	0.757	0,000	Valid
	Y.6	0.851	0,000	Valid
	Y.7	0.878	0,000	Valid
	Y.8	0.607	0,000	Valid
	Y.9	0.770	0,000	Valid
	Y.10	0.803	0,000	Valid
	Y.11	0.810	0,000	Valid
	Y.12	0.756	0,000	Valid

Source: SPSS 22 Processing Results

Based on the results of the validity test that we can see in Table 4.9, it shows that all *items* in each statement of the distributed research questionnaire can be declared valid because the significance value is below 0.05.

Results Test Reliability

Reliability test is a measuring tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable if a person's answer to the statement is consistent or stable over time. To measure reliability with the *statistical test Cronbach's Alpha* > 0.60 . For more details about *the Cronbach's Alpha value* can be seen in the following table:

Reliability Test Results

Variables	Cronbach's Alpha	Reliability
Work Behavior (X1)	0,735	Reliable
Burden Work (X2)	0,720	Reliable
Employee performance (Y)	0,945	Reliable

Source: SPSS 22 Processing Results

Based on the results of the reliability test that we can see in Table 4.10 showing all *items* in each statement of the distributed research questionnaire, the results obtained were that all statements were reliable because they had a *Cronbach's Alpha* greater than 0.6.

Results of the Classical Assumption Test

Normality Test Results

The normality test aims to test whether in the regression model, the interfering variables or residuals have a normal or abnormal distribution. In this study using the *Kolmogorov Smirnov test*. The basis for decision making in the *Kolmogorov Smirnov test* is greater than 0.05 (free from normality test problems). To find out, it is done using the *Kolmogorov-Smirnov Test* from the SPSS *output results* in the following table.

Kolmogorov-Smirnov Test Results

One-Sample Kolmogorov-Smirnov Test			
		Unstandardized Residual	
N		79	
Normal Parameters ^{a,b}	Mean	,0000000	
	Std. Deviation	2.61763813	
Most Extreme Differences	Absolute	,082	
	Positive	,082	
	Negative	-,048	
Test Statistics		,082	
Asymp. Sig. (2-tailed)		,200 ^{c,d}	
Monte Carlo Sig. (2-tailed)	Sig.	,645 ^e	
	99% Confidence Interval	Lower Bound	,633
		Upper Bound	,657

Source: SPSS 22 Processing Results

Based on the significant value shown in the SPSS *output results* of 0.633, it can be stated that the data is normally distributed, because it has a value greater than the significance level of 0.05.

Multicollinearity Test Results

The multicollinearity test aims to determine whether or not there is a storage of the classical assumption of multicollinearity, namely the existence of a linear relationship between *independent variables* in the regression model, with the criteria of the VIF (*variance inflation factor*) value. If the *tolerance value* is > 0.01 and the VIF value is < 10 , then there are no symptoms of multicollinearity. For more details, see the following table.

Multicollinearity Test

Coefficients ^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 X1	,633	1,581
X2	,633	1,581

Source: SPSS 22 Processing Results

Based on the table above, it can be seen that the VIF value for each variable is work behavior (X1) 1.581 and workload (X2) 1.581. *The tolerance* for each variable is work behavior (X1) of 0.633 and workload (X2) of 0.633. Thus, it can be concluded that in the regression model there are no symptoms of multicollinearity between independent variables because the VIF value < 10 and the *tolerance value* > 0.01 .

Heteroscedasticity Test Results

This heteroscedasticity test aims to determine whether there is inequality *in the variance of the residuals* from one observation to another in the regression model, the testing method used in this study is the *Glejser Test method*. The *Glejser Test* is carried out by regressing the *independent variable with its absolute residual value*. If the significant value between the *independent variable and the absolute residual* is greater than 0.05, there is no heteroscedasticity in the regression mode. The *output results of the Glejser Test* are in the following table.

Heteroscedasticity Test

Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,767	1,824		,421	,675
X1	,008	,053	,021	,146	,884
X2	,251	,365	,099	,687	,494

Source: SPSS 22 Processing Results

Based on the table above, it can be said that the probability or significant value is greater than 0.05 for the work behavior variable (X1) of 0.884 and workload (X2) of 0.494. So it can be concluded that in the regression model there are no symptoms of heteroscedasticity.

Results of the Determination Coefficient (R²) Test

The coefficient of determination (R²) is the proportion of variables in the dependent variable (Y) explained by the independent variables (more than one variable X) together. To determine the magnitude of the influence of work behavior variables (X1) and workload (X2). To improve employee performance (Y) at PT Air Minum Bandarmasih PERSERODA Banjarmasin can be seen in the following table.

Results of Determination Coefficient Test

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,900 ^a	,810	,805	2,652

Source: SPSS 22 Processing Results

Based on the table above, it can be seen that R Square (R²) is 0.810 or 81%. This means that employee performance variables can be explained by work behavior and workload variables. The remaining 19% is explained by other causal variables outside the variables studied in this study.

Discussion

The Influence of Work Behavior on Employee Performance at PT Air Minum Bandarmasih PERSERODA Banjarmasin

Based on the test results obtained the influence of work behavior shows the value of $t_{count} = 5.902$ is greater than $t_{table} = 1.992$ with a significant value of $= 0.000 < 0.05$ thus meaning the significant value of 0.000 is smaller than 0.05 which means that work behavior has a positive and significant influence on employee performance. This indicates that in carrying out work tasks by achieving good results and improving the performance of employees of PT Air Minum Bandarmasih PERSERODA Banjarmasin, one of which is determined by work behavior.

Behavior is basically goal-oriented as explained by Manampiring et al (2019:239) namely work behavior is a form of behavior carried out by members of an organization that has the potential to have a direct or indirect impact on the efficiency of the organization's work. This is evidenced by the results of research conducted at PT Air Minum Bandarmasih PERSERODA Banjarmasin where work behavior has a positive effect on employee performance.

This research is strengthened by the results of previous research conducted by Prabawati & Hakim (2023:791) that basically work behavior has a significant partial effect on employee performance variables.

The Influence of Workload on Employee Performance at PT Air Minum Bandarmasih PERSERODA Banjarmasin

Based on the test results obtained the influence of work behavior shows the value of $t_{\text{count}} = 9.966$ is greater than $t_{\text{table}} = 1.992$ with a significant value of $= 0.000 < 0.05$ thus meaning the significant value of 0.000 is smaller than 0.05 which means that the workload has a positive and significant influence on employee performance. This indicates that in carrying out work tasks by achieving good results and improving the performance of employees of PT Air Minum Bandarmasih PERSERODA Banjarmasin, one of them is determined by the workload.

Employee workload can be reflected in the main tasks of employees, such as carrying out tasks with a high workload continuously can cause a decline in employee performance. In addition, a high workload also reduces the time that employees can use to improve their ability to complete the work itself. A high workload also reduces the time employees use to obtain the latest information, both regarding technological developments and the latest developments in theory and methods in their fields of science. Therefore, employees of PT Air Minum Bandarmasih PERSERODA Banjarmasin are more satisfied with being given a workload that is in accordance with the company's SOP. This was found in the results of the study that PT Air Minum Bandarmasih PERSERODA Banjarmasin does not provide a high workload to its employees.

This study is strengthened by the results of previous studies, namely according to Diana (2019:204) workload has a positive effect on employee performance. However, the results obtained by researchers are contrary to the results of previous studies according to M. Farhan Simanjuntak & Agtovia Frimayasa (2023:267) that workload does not have a positive and significant effect on employee performance.

The Influence of Work Behavior and Workload on Employee Performance at PT Air Minum Bandarmasih PERSERODA Banjarmasin

Based on the results of the F test in this study, it shows that the variables of work behavior (X1) and workload (X2) have a simultaneous or joint effect on employee performance (Y). These results are proven by a significant value of $0.000 < 0.05$ and a calculated F value of $162.390 > F_{\text{table}} 3.12$, meaning that there is a relationship between the variables of work behavior and workload on employee performance. The two variables

studied can also explain the employee performance variable by 81%, while the remaining 19% is the influence of factors other than the variables studied.

Based on the questionnaire that has been filled out by the respondents, it can be seen that work behavior and workload have a direct influence on employee performance so that it must continue to be improved in order to achieve the company's goals. The higher the level of attention given by the company to work behavior and workload will directly improve employee performance on employees of PT Air Minum bandarmasih PERSERODA Banjarmasin.

The results of this study are reinforced by the results of previous studies, namely according to Prabawati & Hakim (2023: 791) that work behavior simultaneously has a positive effect on employee performance. And for the workload variable, it is supported by the results of previous studies according to Diana (2019: 204) that workload simultaneously has a positive effect on employee performance.

5. CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results obtained through data analysis and research discussion, the following conclusions were drawn regarding the influence of work behavior (X1) and workload (X2) on employee performance (Y) at PT Air Minum Bandarmasih PERSERODA Banjarmasin with a sample size of 79 people:

1. The statistical results of the t-test show that partially the work behavior variable (X1) has a positive and significant effect on employee performance at PT Air Minum Bandarmasih PERSERODA Banjarmasin. This means that if the work behavior variable is increased, employee performance will increase with a significant increase. And these results prove that the research hypothesis (H1) in this study is accepted.
2. The statistical results of the t-test show that partially the workload variable (X2) has a positive and significant effect on employee performance at PT Air Minum Bandarmasih PERSERODA Banjarmasin. This means that if the workload variable is increased, employee performance will increase with a significant increase. And these results prove that the research hypothesis (H2) in this study is accepted.
3. The statistical results of the F test show that simultaneously all independent variables consisting of work behavior variables (X1) and workload variables (X2) have a significant effect on employee performance at PT Air Minum Bandarmasih PERSERODA Banjarmasin. This means that with the improvement of these two

independent variables, it will have a positive impact on increasing employee performance variables at PT Air Minum Bandarmasih PERSERODA Banjarmasin. And these results prove that the research hypothesis (H3) in the study is accepted.

4. The results of the determination analysis (R Square) show that the work behavior variables (X1) and workload (X2) influence employee performance (Y) by 81%, the remaining 19% is influenced by other factors outside the variables studied.

Suggestions for Further Researchers

1. For further researchers, it is hoped that they can develop research on work behavior, workload and employee performance by using quantitative data combined with qualitative data so that the data obtained is more accurate and in accordance with what is felt and experienced by the respondents.
2. Further researchers are expected to use other independent variables related to factors that influence dependent variables such as job training variables, work environment, work stress and work loyalty. So that other factors that influence employee performance are obtained.

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