

Hability to Work, Workload and Communication to Employee Performance Perumda Drinking Water (Case Study of South Service Area Drinking Water Perumda)

Teos Datus¹, Febsri Susanti²

^{1,2} Sekolah Tinggi Ilmu Ekonomi "KBP" Padang

*Corresponding email: febsrisusanti@akbpstie.ac.id

Article History

Received: September 30, 2023

Revised: Nopember 02, 2023

Accepted: December 30, 2023

Abstract

This research is motivated by the performance of Perumda Water Drinking South Service Area that has not been implemented optimally, so that the services provided are not optimal for the community. This study aims to determine the effect of work ability, workload, and communication on the performance of the Padang Air Perumda Water Supply employees. The research population is all 45 employees of the Padang Air Perumda Water Company. The sampling technique used was total sampling. The number of samples that can be used for analysis purposes is 45 people. Testing the research hypotheses was carried out using the statistical analysis technique of multiple regression analysis. The results of the study found that: (1) work ability had a significant influence on the performance of the Padang Air Perumda Water Company employees, (2) the workload had a significant influence on the Padang Air Drinking Water Company employee performance, (3) Communication had a significant effect on performance of Padang Water Perumda employees. (4) Work ability, workload and communication together have a significant influence on the performance of the Padang Air Perumda Water Supply employees.

Keywords: Work Ability, Workload, Communication, Performance

DOI:

10.46306/bbijbm.v3i3.67

Web:

<http://bbijbm.lppmbinabangsa.ac.id/index.php/home>

I. Introduction

A human resource development program is necessary for each employee both at the time of the beginning of entering a company and continuously following the demands of the work. The management of related human resources is needed to affect operational performance and is not only limited to operational employees, but also

includes managerial levels. Then the authority and responsibility that must be achieved by employees must be established with standards or benchmarks that have been agreed upon by subordinates and superiors.

The main goal of human resource management is to create a personnel empowerment system that can display productive performance. Improving the performance of individual employees will encourage the overall performance of human resources, which is reflected in the increase in productivity. Produktivitas is an interesting problem and is always improved by any company. This is evident from the magnitude of the benefits obtained both by individuals, society can be seen from the factors that influence it that allow the emergence of efforts to increase maximum work results. For the community, the increase in productvitas will have an influence on the increase in welfare of life and for companies the increase in productivity will bring a higher level of company income so that the company's survival is more guaranteed (Mangkunegara, 2012).

Performance shows the level of employee ability to achieve results (*output*), especially in terms of quantity. Therefore, the level of productivity of each employee can be different, it can be high or it can also be low depending on their motivation in carrying out their duties (Suwati, (2013).

The ability to work an employee is absolutely owned by the employee so that the activity or work that is the responsibility of they can be completed properly in accordance with the provisions that have been determined. The work ability of employees is determined from the ability of knowledge, skill ability and attitude ability (Yazid. 2012).

Some indications of the work ability of the employees by themselves can indicate the existence of overall work ability, where the ability possessed by an employee can show the level of work ability possessed. With the work ability possessed by employees, it can naturally reflect the work that will be produced by employees.

The ability possessed by an employee is very important for every employee so that they are able to adjust and adapt to the environment in their company. The work ability of employees is considered important because leaders need to understand the nature possessed by employees, through these efforts, it can create a more appropriate work atmosphere for efforts to improve employee performance. The abilities possessed by employees will provide support for the company's efforts in the process of achieving company goals (O'Donnell, R.D, 2016).

Perumda Drinking Water Padang City is engaged in the service of clean and healthy drinking water in accordance with health standards. The purpose of establishing Perumda Drinking Water of Padang City is to provide services to the community in addition to contributing Profit to Local Revenue.

Based on the 20th report, 20 productions from the Padang City Drinking Water Perumda fluctuated, as shown in table 1.

Table 1. Production Data for 2016 to 2020 Padang City Drinking Water Perumda

Uraian	2016	2017	2018	2019	2020
Produksi Air	36.952.523	38.999.599	41.579.658	44.630.497	45.787.410
Pem. Air Di Instalasi	1.234.193,74	1.222.975,60	1.227.995	1.192.662	1.270.188
Distribusi Air	35.718.329,26	37.776.623,40	40.351.663	43.209.094	44.517.642
Penjualan Air	25.916.945	26.689.245	28.364.894	28.126.608	29.536.581
Kehilangan Air (M3)	9.801.384,26	11.087.378,40	11.986.769	12.428.746	12.109.110
Kehilangan Air (%)	27,44	29,35	29,71	26,78	33,09

Source: Perumda Drinking Water Padang City, 2020

Based on table 1. It can be seen that every year the production of the Padang City Drinking Water Perumda continues to fluctuate. Many factors affect employee performance, including Ahmad (2016), stated the factors that affect employee performance, namely: a) workload, b) satisfaction, c) facilities. Meanwhile, according to Erika (2014) motivation, work discipline, work ability.

Making efficiency in work is one of the aspects that is difficult to apply to employees in an organization. Therefore, employees are required to be able to do their work in accordance with their ket e rampilan. The reality on the ground is often found that not all employees have the ability and work skills as expected by the organization. A person can work efficiently if the employee is capable and skilled and has a morale so that maximum work results can be expected (Irwanto, 2018).

Employees and workload both greatly affect the company's work. Companies must comply with regulations made by the Government and must comply with predetermined standards, but companies can also pay more attention to the situation of employees and their performance so that the company's goals that should be achieved can be easily implemented (Muhammad, 2014).

To move it, humans must interact with other humans so that cooperation is formed. An organization that is developed and developing is always communicating with other organizations. Mahmudi (2015) stated that the success of an organization is inseparable from the importance of external communication being implemented. The application of an external communication is built on mutual communication. The form of external communication is reciprocally in the form of providing information, cooperation activities and dialogue between organizations.

Based on the observasi to the field simply in the Padang City Drinking Water Perumda company, there are still some employees who lack discipline, judging from the presence of some employees who are absent while working, this is quite disruptive to the activities of the company, so that in completing tasks it is not in accordance with the amount and time that has been determined and has an impact on the vision and mission of the company will be achieved longer than desired.

Meanwhile, judging from the discipline of attendance at the monthly attendance of 45 employees of the Padang City Drinking Water Perumda in the Administrative Division in 2019, it was still found that there were employees who did not enter without any information. Almost every month there are employees who do not come to work, but judging from the level of discipline of absences that without information are also found almost every month. Judging from the existing data, the highest number of absentee employees was found in September, which was 12 people (26.7%), while the lowest amount of absenteeism of employees was found in April, August and November, which was 3 people (6.7%). From the observations that the author made at the Padang City Drinking Water Perumda throughout 2019, there are several phenomena in employees related to performance motivation, including the following: (1) already satisfied with the current conditions received; (2) the employee's lack of desire to excel; (3) there is no desire to have the best performance because the employee is not motivated at work; (4) lack of employee desire to attend training; (5) lack of perseverance at work; (6) lack of initiative to cooperate between employees in order to create good performance; (7) the employee delay rate is quite high.

According to McNeese-Smith (in Darwito, 2012), Performance is defined as the contribution to the final result of the organization in relation to the sources spent and must be measured by qualitative and quantitative indicators. So the development of instruments is carried out to assess the perception of work on their own performance in relation to items such as *output*, achievement of goals, fulfillment of deadlines, use of working hours and sick permits (Moenir 2013). Mangkunegara, (2017: 75) stated that the dimensions and performance indicators can be measured as follows: (1) quality of work, (2) Quantity of work, (3) responsibility, (4) cooperation and (5) initiative).

Work *ability* (WA) can be seen as a balance between work demands and individual resources. Employability is also defined as the degree to which the person can work (Davis, R. S. (2011)). Work ability (WA) is a variety of dynamic facets, determination to build, and also individual characteristics that have been systematically and negatively correlated with age, and also systematically correlated positively with the quality of work life, quality of life, productivity and general well-being (Abdul. 2014).

According to Greenberg and Baron, ability is the mental and physical capacity to realize various tasks, while Colquitt, LePine, and Wesson divide abilities into three categories, namely *cognitive, emotional, and physical*. Together this ability shows what *people can do*, what people can do. This is to distinguish with a personality that shows *what people are like*, what the person looks like (Wibowo, 2013: 94).

According to Fathoni (2006), the definition of workload is a set or a number of activities that must be completed by an organizational unit or position holder within a certain period of time. Meanwhile, according to Kun-Hsu Wu, (2010), workload analysis is the process of determining the number of hours worked by people used or needed to complete a job in a certain time, or in other words workload analysis aims to

determine how many personnel and what is the right amount of responsibility or workload devolved to an officer.

In this study, the workload indicators used adopted from the workload indicators proposed by Eko (2011), which include, among others, (1) targets that must be achieved from an individual's perspective, (2) working conditions, and (3) job standards.

According to Anggreni (2017) communication is: "A process of interaction that has meaning between fellow human beings." Communication is one of the most important but also complex aspects of human life. Man is greatly influenced by the communication he makes with other human beings, both familiar and unknown at all. (Amaliya, 2019).

According to Syarif (2011: 7) as for the dimensions and indicators used in understanding communication, then we must know what are the indicators in achieving effective communication. Indicators of communication to be effective are 4 (four) according to Syarif (2011: 7), namely: (1) understanding, (2) pleasure, (3) influence on attitudes, (4) better relationships.

Erika's research (2014) proves that work ability has a significant influence on the performance of Bumiputera Life Insurance employees. Ahmad (2016) proved that there is an influence of workload on the performance of nurses at RSU Wisata Uit Makassar. Dimas (2016) in his research proved that there is an influence of work communication on the performance of employees of the Production Department of pt. Setia Kawan Makmur Sejahtera Tulungagu. Iswatun (2017) proved that work ability has a significant influence on employee performance in the Se Subdistrict office of Batang Regency. Fandi (2017) proved that either simultaneously or partially variables of ability, workload and communication have a significant influence on employee work productivity where communication variables have a dominant influence on employee work productivity.

Based on the problems above, this study aims to determine the calculation of work ability, workload, and communication to the performance of employees of the Padang City Drinking Water Perumda.

II. Material and Method

This type of research is quantatitf which is an empirical study whose data is in the form of numbers (Syahrums & Salim, 2012). And the research carried out is quantitative research with *cross-sectional* studies, namely researchers make observations or measurements of variables at one particular moment (Satroasmoro & Ishmael, 2011).

The object of the study is this is an employee of the Padang City Drinking Water Perumda. In this study, the population was all employees of the Padang City Drinking

Water Administration Section The total population in this study was 45. In this study, the sampling technique used in this study was *total sampling*, namely sampling obtained from the entire study population. So, the number of samples in this study was 45 people.

The types of data used in this study are quantitative data and qualitative data. The data used is primary data, namely from filling out questionnaires. The data collection technique used is to provide questionnaires to research respondents

III. Results and Discussion

Amultiple regression nasis is performed by comparing the calculated t with the table t and the sig value with the $\alpha = 0.05$. In detail the results of multiple regression tests can be seen on Tabel 10 as follows:

Table 10. Multiple Regression Equation

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.626	11.570		1.696	.097
	Employability	.442	.210	.276	2.105	.042
	Workload	.459	.207	.294	2.218	.032
	Communication	.382	.181	.284	2.118	.040
a. Dependent Variable: Performance						

Source: Primary Data Processed, 2022

Based on Table 10 above, the estimation model can be analyzed as follows:

$$\hat{Y} = 19.626 + 0.442X_1 + 0.459X_2 + 0.382X_3$$

Based on the above equations it can be explained that:

Based on the equation above, it can be seen that there is a constant value of 19.626 which means that if the workability, workload and communication are zero, then the value of the performance variable is at 19.626. This means that variables of employability, workload and communication contribute to improved performance.

The value of the coefficient of regression of workability is positive, which is 0.442. This means that if the work ability increases by units, it will result in an increase in performance of 0.442 units assuming X_2 & X_3 is constant.

The value of the workload regression coefficient is positive, which is 0.459. This means that if the workload increases the units will result in an increase in performance of 0.459 units assuming x_2 & x_3 are constant.

The value of the communication regression coefficient is positive, which is 0.382. This means that if communication increases by units it will result in an increase in performance of 0.382 units assuming X_2 & X_3 is constant.

The first hypothesis proposed that employability has a significant influence on performance. Based on the results of the analysis of the t-test, it is known that the significance level of the workability variable is $0.042 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This indicates that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between work ability on the performance of employees of the Padang City Drinking Water Perumda.

The second hypothesis proposed is that workloads have a significant influence on performance. Based on the results of the analysis of the t-test, it is known that the level of significance of the workload variable is $0.032 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This indicates that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between workloads on the performance of employees of the Padang City Drinking Water Perumda.

The third hypothesis proposed that communication has a significant influence on performance. Based on the results of the analysis of the t-test, it is known that the level of significance of the workload variable is $0.040 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This indicates that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between communication on the performance of employees of the Padang City Drinking Water Perumda.

The third hypothesis proposed is that workability, workload and communication together have a significant influence on performance. Based on the results of the analysis from the F-test, it is known that the level of significance of the variables of workability, workload and communication is $0.001 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This indicates that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between workability, workload and communication together on the performance of employees of the Padang City Drinking Water Perumda.

Table 11. Test F

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	553.553	3	184.518	6.299	.001 ^a
	Residual	1201.025	41	29.293		
	Total	1754.578	44			
<i>Source: IBM SPSS 21, 2022 output results</i>						
a. Predictors: (Constant), Communication, Employability, Workload						
b. Dependent Variable: Performance						

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of dependent variables, where the *value of R square* is used for research with 2 variables and the *Adjusted R square* value is used for research of more than 2 variables. The value of the coefficient of determination in this study is taken from the value of *adjusted R square* which can be seen in Table 12 as follows:

Table 12. Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.562 ^a	.315	.265	5.41233
<i>Source: IBM SPSS 21, 2022 output results</i>				
a. Predictors: (Constant), Communication, Employability, Workload				

Based on the results of the analysis *Adjusted R square* is 0.265. This means that 26.5% of performance is affected by independent variables of workability, workload and communication. While the remaining 73.5% is explained by other variables outside the model.

The discussion of the results of the study was carried out based on the results of analysis both descriptive and path analysis, which has been described in the form of a description of research variables and analysis of research results on the influence of causal variables on effect variables.

The Effect of Work Ability on the Performance of Employees of the Padang City Drinking Water Perumda.

Based on the results of the study, it shows that work ability has a significant effect on the performance of employees of the Padang City Drinking Water Perumda. This means that performance will improve if the karyswan's work ability is in accordance with what is needed by the Padang City Drinking Water Perumda.

Ability is the capacity of an individual to perform diverse tasks in a job. Abilities can be in the form of talents and interests possessed by employees, with the abilities they have, employees can carry out and complete tasks properly with maximum results. Employee abilities can also be in the form of *skills* (skills) that need to be continuously improved, because *skills* are the ability of a person to do something specific, focused but dynamic that takes a certain amount of time to learn and can be proven. *Any skill* can be learned but requires a strong dedication to learn the knowledge such as the need for a positive mentality, motivational spirit, time and sometimes money. For this reason, work ability is absolutely necessary because with the ability of employees, company goals can be achieved.

The Effect of Workload on the Performance of Padang City Drinking Water Perumda Employees

The results showed that the workload had a significant effect on the performance of employees of the Padang City Drinking Water Perumda. This means that performance will increase if the employee's workload is in accordance with the competence and knowledge possessed by the employee in carrying out his work.

Providing an effective workload, agencies can find out the extent to which their employees can be given the maximum workload and the extent of their impact on the performance of the agency itself, because workload is very important for an agency. The burden of activity of organizational units or the workload of each official or employee should be evenly distributed so that it can be avoided that there are organizational units that have too much activity and there are organizational units that have too little activity, so it can be avoided that there are officials or employees who are too stacked with their duties and there are officials or employees whose workload is less so that it seems too much idle (Musdalifah, 2017:5).

High workloads can improve employee performance, but workloads that are too excessive can lead to a decrease in employee performance. This is because the inability of employees to complete work is caused because the capacity and ability of employees are not in accordance with the demands that must be done (Fransiska, 2020).

The results of this study are in line with Hasibuan Research (2022) which states that workload directly affects the performance of employees at the Office of the Regional People's Representative Council of North Sumatra Province. Siburin (2021)

workload has a positive and significant effect on the work environment and employee performance. Qoyyimah. (2019) workload partially affects the performance of employees in the production department of PT. INKA Multi Solution Madiun

The Effect of Communication on the Performance of Employees of the Padang City Drinking Water Perumda

Based on the results of the study, it shows that communication has a significant effect on the performance of employees of the Padang City Drinking Water Perumda. This means that performance will improve if the communication established by the Padang City Drinking Water Regulation runs conductively and dynamically.

Good employee performance arises due to the smooth communication process of its employees to their superiors, if the superior's communication with his employees is good, the existing tasks will be completed quickly. To carry out good and effective communication requires the transmission of data and certain skills from the sender of data to the recipient of data and the recipient of information.

Communication is in everyone's interest to socialize with others. A person will find it difficult to connect with others without communication between each person. A person will find it difficult to connect with others in the absence of communication. Without effective communication, it will hinder a job.

It is this human being who carries out activities ranging from planning, grouping human resources, implementing and evaluating the results that have been achieved. To carry out this requires good communication within the organization. Without good communication within the organization, surely plans and goals do not go with what is expected. According to Garnet (2008) "effective communication that is established can be shown by improving employee performance because it has succeeded in showing good cooperation". As Terry (2008) said, communication ranks at the top of what should be created and done to generate effective motivation, communicative efforts affect employee performance.

Meanwhile, Mangkunegara (2012:10) explained that "the formation of good performance is produced if there is communication between all employees". The communication carried out aims to inform (*informative*) and change *attitudes* (*persuasive*). Informative communication aims to convey messages or opinions, while persuasive communication aims to change attitudes, opinions, or *behaviors* (Effendy: 2002). All communication in the implementation of work is shown so that the set performance targets can be achieved properly (Pace & Faules: 2005). From the above opinion, the influence of communication on employee performance is that communication is very important in supporting employee performance in the organization.

The results of this study are in line with Hasibuan's Research (2022) which states that communication directly affects the performance of employees at the Regional People's Representative Council office of North Sumatra Province.

The Effect of Work Ability, Workload and Communication on the Performance of Employees of the Padang City Drinking Water Perumda

Based on the results of the study, it shows that work ability, workload and communication together have a significant effect on the performance of employees of the Padang City Drinking Water Perumda. This means that performance will improve if the workability, workload and communication established by the Padang City Drinking Water Perumda run conductively and dynamically.

The results of this study are in line with Fransiska's research (2020) which states that simultaneously communication, workload and motivation have a significant influence on employee performance in the Population and Civil Registration Service of North Labuhanbatu.

IV. Conclusion

Based on the results of the research and discussion, conclusions were drawn:

Work ability has a significant influence on the performance of employees of the Padang City Drinking Water Perumda. That is, the work ability of employees in accordance with the goals of the organization can improve employee performance. The better the ability to work, the better the employee's performance

The workload has a significant influence on the performance of employees of the Padang City Drinking Water Perumda. This means that a workload that matches the abilities and knowledge of the employee will be able to improve employee performance

Communication has a significant influence on the performance of employees of the Padang City Drinking Water Perumda. This means that employee performance will improve if communication occurs well in organization.

Work ability, workload and communication together have a significant influence on the performance of employees of the Padang City Drinking Water Perumda. This means that employee performance will improve if supported by workability, workload and communication

References

- Abdul Hameed. (2014). "Impact of Compensation on Employee Performance. Empirical Evidence from Banking Sector of Pakistan". International Journal of Business and Social Science, 5(2):124-125,
- Ahmad Hannani. (2016). Pengaruh Beban Kerja, Kepuasan, Dan Fasilitas Terhadap Kinerja Perawat Di Ruang Perawatan Mawar Lantai Ii Rsu Wisata Uit Makassar. Jurnal Mirai Management, Vol. 1 No. 2:516-526
- Amaliya, M. B. and C. Erwindi (2019). "Perancangan Ruang Kerja dengan Konsep Nature Blend." Jurnal Sains dan Seni ITS 7(2): 227-233.
- Anggraeni, W. and T. Yuniarsih (2017). "Dampak tata ruang kantor terhadap efektivitas kerja pegawai dinas pendidikan kota Bandung." Jurnal Pendidikan Manajemen Perkantoran (JPManper) 2(2): 105-112.
- Darwito, D. (2012). Analisis Pengaruh Gaya Kepemimpinan Terhadap Kepuasan Kerja dan Komitmen Organisasi Untuk Meningkatkan Kinerja Karyawan (Studi pada RSUD Kota Semarang), program Pascasarjana Universitas Diponegoro.
- Davis, R. S. (2011). "Blue-collar public servants: How union membership influences public service motivation." The American Review of Public Administration 41(6): 705-723.
- Dimas Okta Ardiansyah. (2016). Pengaruh Komunikasi Terhadap Kinerja Karyawan Dengan Dimediasi Oleh Kepuasan Kerja.(Studi Pada Bagian Produksi Pabrik Kertas PT. Setia Kawan Makmur Sejahtera Tulungagung). Jurnal Bisnis dan Manajemen. Vol. 3 No.1:16-30
- Effendy, Onong, Uchayana. 2002. Ilmu Komunikasi Teori DanPraktek.: PT Remaja Rosdakarya.
- Eko. (2011). Pengaruh Kompensasi Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Moderating (Studi pada Kantor Penangawasan dan Pelayanan Bea dan Cukai Tipe Madya Se-Jawa Tengah dan Daerah Istimewa Yogyakarta). Skripsi, Surakarta: UNS
- Erika Ditya Masanggara. (2014). Pengaruh Motivasi Dan Kemampuan terhadap Kinerja Karyawan AJB BUMIPUTERA Cabang Kudus. Aset. Vol 16,1:13-21
- Fandi, Aru Rorim. (2017). Pengaruh kemampuan kerja, beban kerja dan komunikasi terhadap produktivitas kerja karyawan pada pt. White cement balongbendo. Jurnal Manajemen Branchmark.Vol 4 No.3: 95-105
- Fransiska, Yuliana. 2020. Pengaruh Komunikasi, Beban Kerja dan Motivasi Kerja Terhadap Kinerja Pegawai. MANEGGGIO: Jurnal Ilmiah Magister Manajemen. Vol 3 No.2
- Garnet. 2008. Mengukur Kinerja Pegawai. Jakarta: PT. Indek Kelompok Gramedia.

- Hasibuan Lailan Musfiroh. 2022. Pengaruh Komunikasi Dan Beban Kerja Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Pegawai Pada Kantor Dewan Perwakilan Rakyat Daerah Provinsi Sumatera Utara. *Jurnal Ekonomi & Ekonomi Syariah* Vol 5 No 1,
- Irwanto, (2018). *Manajemen*. Yogyakarta: Fakultas Ekonomi Universitas Gajah mada.
- Iswatun Chasanah. (2017). Pengaruh Kemampuan Kerja, Fasilitas Kerja, Dan Prinsip Prosedur Kerja Terhadap Kinerja Pegawai Di Kantor Kecamatan Se Kabupaten Batang. *Economic Education Analysis Journal* 6: 433-446
- Kun-Hsu Wu, (2010). Incorporating Workload and Performance Levels into Work Situation Analysis of Employees with Application to a Taiwanese Hotel Chain. *American Journal of Applied Sciences*, 7 (5) : 692-697
- Mahmudi. (2015). *Pembinaan untuk Peningkatan Kinerja Karyawan*. PPM : Jakarta
- Mangkunegara, Anwar Prabu, (2012), *Manajemen Sumber Daya Manusia Perusahaan*, PT. Remaja Rosdakarya, Bandung.
- Moenir. (2013). *Pemimpin dan Kepemimpinan*. Jakarta Ghalia Indonesia
- Muhammad, (2014). *Perilaku Keorganisasian*. Jakarta: Penerbit Ghalia Indonesia
- Musdalifah, Dayu. (2017). Pengaruh Beban Kerja Terhadap Produktivitas Kerja Room Attendant Di Ktm Resort Batam Kepulauan Riau. *JOM FISIP* Vol. 4 No. 2:1-21
- O'Donnell, R.D., and Eggemeier, F.T. (2016). Workload Assessment Methodology. In K. Boff, L. Kaufman & J. Thomas (Eds.), *Handbook of perception and human performance*, vol. II: Cognitive processes and performance. New York: Wiley
- Pace dan Faules. 2005. *Komunikasi organisasi*. Bandung: Remaja Rosdakarya
- Qoyyimah, Milafatul. 2019. Pengaruh Beban Kerja, Stres Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Bagian Produksi PT. INKA Multi Solusi Madiun. *Asset: Jurnal Ilmiah Bidang Manajemen dan Bisnis* Vol. 2, No. 1
- Salim. Syahrums. (2012). *Metodologi Penelitian Kuantitatif*. Bandung: Cipta. Pustaka
- Sastroasmoro, S dan Ismael, S. (2011). *Dasar-dasar Metodologi Penelitian Klinis*. Binarupa Aksara: Jakarta.
- Siburin, Mutiara S. 2021. Pengaruh Beban Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan Kantor Pelayanan Pajak Pratama Balige Sumatera Utara. *Productivity*, Vol2 No 5.
- Suwati, Yuli. (2013). Pengaruh Kompensasi Dan Motivasi Kerja Terhadap Kinerja Karyawan Pada Pt. Tunas Hijau Samarinda. *eJournal Ilmu Administrasi Bisnis*, 1 (1): 41-5
- Syarif. (2011). *Organisasi - Organisasi Modern*, Penerjemah Suryatim. Jakarta: UI Press.

Terry R. George, Rue W. Leslie. 2008. Dasar-Dasar Manajemen, Jakarta, PT.Bumi Aksara.

Yazid. (2012(. Pengaruh Partisipasi Anggaran Terhadap Senjangan Anggaran Dengan Komitmen Organisasi Dan Ketidakpastian Lingkungan Sebagai Variabel Moderating (Studi Empiris pada Rumah Sakit di Wilayah Kabupaten Jepara), Skripsi Strata 1, Fakultas Ekonomi, Universitas Muhammadiyah Surakarta, Tidak Dipublikasikan

Wibowo, (2013). Perilaku Dalam Organisasi, Jakarta: Rajawali Pers, 2013