

## **The Effect of Work Environment and Workload on Employee Performance at KSU Islah Citra Mandiri Ampel Boyolali**

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**ABSTRACT.** This research aims to analyze the impact of work environment and workload on employees' work performance. The research object is KSU Islah Citra Mandiri employee in Boyolali. The population was KSU Islah Citra Mandiri Boyolali employees with a total number of 32 people, the samples of which were taken by use of saturated sampling technique. Primary data were collected using questionnaire and analyzed by multiple linear regression to examine the impact of work environment and workload to employees' work performance. The research results indicated that the work environment and workload influence employees' performance both partially and simultaneously: the work environment has positive impact, while workload has negative impact on employees' performance.

Keyword: employee performance; work environment; workload

## INTRODUCTION

The cooperative industry is one of the service industries that has had rapid development, both in terms of business volume, mobility of public funds, and in terms of providing credit. Savings and loan cooperatives are non-banking financial institutions established by the government as an effort to increase the material needs of the community, especially those of the lower middle class. (Cooperative Law No. 25 of 1992).

As one form of profit-oriented business, of course in the midst of increasingly fierce business competition, every savings and loan cooperative that still wants to develop needs to implement a much better marketing strategy. This can be achieved if the savings and loan cooperatives are supported by employees who have high performance.(Mangkunegara, 2007).

Cooperative owners can create high-performance resources, one of which is a comfortable work environment for employees to do activities. The work environment has a role to add to the level of performance of workers or employees in a departmental unit or part of the company. A healthy work environment will provide a sense of security and comfort for workers or employees to do their job optimally(Mardiana, 2005). If the work environment is good, it will have an impact on employee performance. The work environment was chosen because the work environment has an important role in increasing employee performance. If an employee cannot be oriented towards the work environment around where they work, they cannot feel comfortable and safe in that work environment. The success of a company, of course, must think about the workload that each employee has. The workload of an employee has been determined by the company in the form of work standards according to the type of work.

Previous research studies conducted by several researchers showed different results. Research on the work environment of employees was conducted by Wijaya(2017). The results of the study indicate that the work environment is proven to affect employee performance. Research on the same topic was also carried out by Sulistyowati (2015), that the work environment has no effect on employee performance. Research conducted by Adityawarman, Sanim, & Sinaga (2015), workload affects employee performance. Meanwhile, other research has been conducted by Paramitadewi (2017)Based on the results of the analysis of the effect of workload on employee performance, it is stated that the workload has no effect on employee performance. In previous studies, it was found that there was an inconsistency in the results of the research that had been done. The presentation of a summary of the different research results is certainly more attractive for researchers to review the influence of the work environment and workload on employee performance.

The subjects of this study were employees of KSU Islah Citra Mandiri. KSU Citra Mandiri is a savings and loan cooperative. This cooperative has 32 employees, of which 3 (three) employees are in the administration section, and 29 are employees in the field. This cooperative is located at Pasar Ampel, Fl. 2 Ampel Boyolali. Researchers are interested in conducting research in the cooperative, because the results of preliminary observations indicate that the work environment at KSU Islah Citra Mandiri, which is located in the Ampel market, is less conducive. This is indicated by noisy market conditions that interfere with work activities.

Observations also show that according to some employees, the workload at KSU Islah Citra Mandiri is quite heavy, for example: when collecting bills, due to displeasure, sometimes the billed

members get angry, even threaten the employees who collect them. This condition must be faced by employees themselves, even the owner does not seem to care about what the employees are facing. Another example, an employee was involved in a fight with a member when he was about to confiscate a motor vehicle that was guaranteed to be a loan because the member had been in arrears for 6 months in installments. This incident resulted in the employee having to deal with the authorities. When employees are interrogated by the police at the police station, the KSU owner also does not provide assistance to the employee concerned. Only fellow employees themselves who try to help solve the problems faced by the employee concerned. These circumstances create a separate burden for employees because all problems that occur in the field are borne by the employees themselves.

Problem Formulation: 1) Does the work environment affect the performance of KSU Islah Citra Mandiri Ampel Boyolali employees? 2) Does the workload affect the performance of KSU Islah Citra Mandiri Ampel Boyolali employees?

Research Objectives: 1) To examine the effect of the work environment on the performance of employees of KSU Islah Citra Mandiri Ampel Boyolali; 2) To examine the effect of workload on the performance of employees of KSU Islah Citra Mandiri Ampel Boyolali

Research Benefits: For researchers, this research is a form of implementation of the knowledge obtained by researchers during qualification, especially in relation to human resources with real conditions in the field, mainly related to the influence of the work environment and workload on employee performance. For other research, the results of this study can be used as a reference for conducting further research on performance

## **METHODS**

The type of research that will be used in this research is quantitative research. According to Suryani & Hendryadi (2015) This research was conducted to be able to find the influence or relationship of one or more independent variables with one or more dependent variables. Therefore, the research will be conducted on the employees of KSU Islah Citra Mandiri Ampel Boyolali. Researchers will examine the effect of work environment and workload which are independent primary variables on employee performance which is the dependent variable, the data to be used are primary data taken directly from respondents of KSU employees Islah Citra Mandiri Ampel Boyolali.

The population and sample in the research that will be carried out are all employees of KSU Islah Citra Mandiri Ampel Boyolali, totaling 32 employees. The sample selection for the population in this study used a saturated sampling technique, namely taking the sample from the entire population owned.

The research that will be carried out will use the data collection method of distributing questionnaires. The questionnaire was compiled by researchers systematically containing questions about the work environment and workload on performance. Then the finished questionnaire will be distributed and answered by respondents in this study, namely all employees of KSU Islah Citra Mandiri. Collecting questionnaire data in this study using a Likert measurement scale which provides an opportunity for respondents to answer the available questions. The tool used to manage the results of the questionnaire was SPSS. This study uses two independent variables which include work environment and workload variables, and one dependent variable, namely employee performance.

Measuring the level of validity or invalidity of data obtained from distributing questionnaires will be seen in the use of the validity test that will be used. The use of the validity test in this study was carried out by looking at the comparison of the  $r_{count}$  and  $r_{table}$  values for  $df = n-2$  with an alpha value = 0.05. If the results obtained in the measurement show  $r_{count} > r_{table}$  then the data obtained from the results that have been tested can be considered valid, but on the contrary, if the results found in measurements through tests that have been carried out show  $r_{count} < r_{table}$  then the data obtained can be declared invalid and can not be used.

Apart from that, there is also the use of a reliability test which aims to see the measurement results of the measuring instruments used regarding the level of confidence that is consistent when measured repeatedly. The reliability test carried out in this study uses the Cronbach's Alpha method. The variable obtained can be said to be reliable if the value of Cronbach's Alpha  $> 0.6$ .

This study uses the classical assumption test in analyzing the data obtained consisting of normality test, multicollinearity test, heteroscedasticity test and linearity test. The normality test is used to test whether in the regression equation each independent and dependent variable is normally distributed or not. Testing for normality uses the Kolmogorov-Smirnov test with a significant probability level  $> 0.05$ .

Multicollinearity test is needed to test whether the regression model has a correlation between the independent variables. The regression model is said to be good if there is no correlation between the independent variables. Multicollinearity testing is done by looking at the VIF (Variance Inflation Factor) value.

Heteroscedasticity test is used to test whether there are similarities in each value of certain independent variables. The regression model is said to be homocedasticity if it has the same variance from one observation residual to another. This test is detected by looking at the scatter plot graph in the output results.

Linearity test is used to determine whether there is a linear relationship between each independent variable on the dependent variable to be tested. The relationship between variables is said to be linear if  $f_{count} < f_{table}$  or a significant value  $< 0.05$ .

Hypothesis testing in this study is using multiple linear regression analysis, t and f tests. Predictions and the approach taken to the research model to be studied will later use multiple linear analysis as a measuring tool. Meanwhile, the t test is used in testing which is carried out partially through several independent variables on the dependent variable. Then for the f test used, it is seen from the effect that exists on several independent variables on the dependent variable together.

This study wanted to examine the effect of the independent variables, namely the work environment and workload, on the dependent variable, namely employee performance. The form of the multiple linear regression equation is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Knowing:

- Y = employee performance variable
- a = Constant
- b = Regression Coefficient
- X1 = Work Environment Variable
- X2 = Workload variable
- e = error

**RESULT AND DISCUSSION**

**Validity test**

The validity test was carried out to determine whether the questionnaire used was feasible to use as a means of extracting data in the field. The results can be seen in the table below:

**Table 1. Validity Test Results**

No.	Variable	Indicator	r-count	r-table	Information
1	Work Environment (X1)	1	0.546	0.349	Valid
		2	0.487	0.349	Valid
		3	0.375	0.349	Valid
		4	0.657	0.349	Valid
		5	0.437	0.349	Valid
		6	0.632	0.349	Valid
		7	0.532	0.349	Valid
		8	0.574	0.349	Valid
		9	0.676	0.349	Valid
2	Workload (X2)	1	0.518	0.349	Valid
		2	0.695	0.349	Valid
		3	0.611	0.349	Valid
		4	0.476	0.349	Valid
		5	0.569	0.349	Valid
		6	0.543	0.349	Valid
		7	0.550	0.349	Valid
3	Employee Performance (Y)	1	0.587	0.349	Valid
		2	0.659	0.349	Valid
		3	0.631	0.349	Valid
		4	0.491	0.349	Valid
		5	0.517	0.349	Valid
		6	0.631	0.349	Valid
		7	0.560	0.349	Valid
		<b>8</b>	<b>0.327</b>	<b>0.349</b>	<b>Fall</b>
		9	0.571	0.349	Valid
		<b>10</b>	<b>0.219</b>	<b>0.349</b>	<b>Fall</b>
		11	0.665	0.349	Valid
		12	0.550	0.349	Valid
		13	0.636	0.349	Valid
		14	0.786	0.349	Valid

*Source: primary data processed (2020)*

The results of the validity test show that there are 2 (two) indicators that are failed, namely the indicator for employee performance no. 8 and no. 10 because the t-count value <r-table value (0.349).

**Reliability Test Results**

A questionnaire is said to be reliable or reliable if a person's answer to the statements in the questionnaire is consistent or stable as evidenced by the value of Cronbach Alpha ( $\alpha$ ) > 0.6. The reliability test results can be seen in the table below:

**Table 2. Reliability Test Results**

No.	Variable	Alpha	Comparison	Information
1	Work Environment (X1)	0.7932	0.6	Reliable
2	Workload (X2)	0.6395	0.6	Reliable
3	Employee Performance (Y)	0.8505	0.6	Reliable

*Source: primary data processed (2020)*

**Characteristics of Respondents**

The characteristics of the respondents in the study are as follows:

**Table 3. Characteristics of Respondents**

No.	Information	amount	Percentage	Respondents	
1	Age	20-25	13	40.60	32
		31-35	16	50.00	
		36-40	3	9.40	
2	Gender	Man	11	34.40	32
		Women	21	65.60	
3	Education	High school	19	59.40	32
		DIII	6	18.80	
		S1	7	21.90	
4	Years of service	<5 years	10	31.30	32
		≥ 5 years	22	68.80	

*Source: primary data processed (2020)*

The results explained that the majority of respondents, namely 16 people (50%) aged between 31-35 years, were female (65.60%), had high school education (59.40%), and had a work period of ≥ 5 years (68, 80%).

**Descriptive Statistical Analysis**

Descriptive statistical analysis basically discusses the respondents' responses to the questionnaire on work environment, workload, and employee performance. Make it easier to evaluate the statements in this study using a Likert scale, where each statement is given 4 (four) answer choices with the condition that the answer is strongly agree (SS) with a value of 4 to strongly disagree (STS) with a value point of 1. The criteria for respondent responses to research variables following adapted from Purnomo (2014).

$$R_s = \frac{R(\text{bobot})}{M}$$

- R<sub>s</sub> : scale range (interval)
- R (weight) : Largest Weight (highest score = 4) - Smallest Weight (smallest value score = 1)
- M : Number of weight categories (number of answer choices = 4)

Table 4. The respondents' assessment categories

Criteria	Work environment	Workload	Employee performance
1.00-1.75	Bad	Low	Bad
1.76-2.50	Enough	Moderate	Enough
2.51-3.25	Good	High	Good
3.26-4.00	Very good	Very high	Very good

**Normality Test Results**

To find out whether the regression is normal or not, it is done by performing the Kolmogorov-Sminornov test, with the criteria p-value (asyp. Sig) > 0.05 which means that the data is normally distributed (Ghozali & Imam, 2004). The results of the normality test can be seen in the table below:

Table 5. Normality Test

Kolmogorov-Sminornov	Asymp. Sig	Criteria	Information
0.923	0.326	0.05	Normal

Source: Processed Primary Data, 2020

The results of the normality test using the Kolmogorov-Smirnov (KS) Z were stated to be normally distributed because the p-value (0.326) > 0.05. Completing the following test results are also presented with the normality test using graphs,

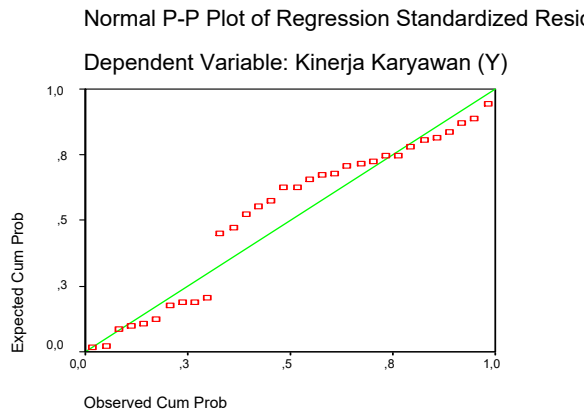


Figure 1. Normality Graph

From the graphic image above, it can be seen that the distribution of the dots is along the 45o line, so that the data is declared normal. So there is consistency of results between the Kolmogorov-Smirnov test and the graph test.

**Multicollinearity Test**

The presence or absence of multicollinearity between the independent variables can be seen from the tolerant value and the Variant Inflation Factor (VIF). Ghozali made decisions on the use of tolerant values and VIF (2004) have criteria if the tolerant value > 0.10 or the VIF value < 10 then there is no multicollinearity among the independent variables. Conversely, if the tolerant value ≤ 0.10 or the VIF value ≥ 10 then there is multicollinearity. The multicollinearity test results can be seen in the table below:

**Table 6. Multicollinearity Test Results**

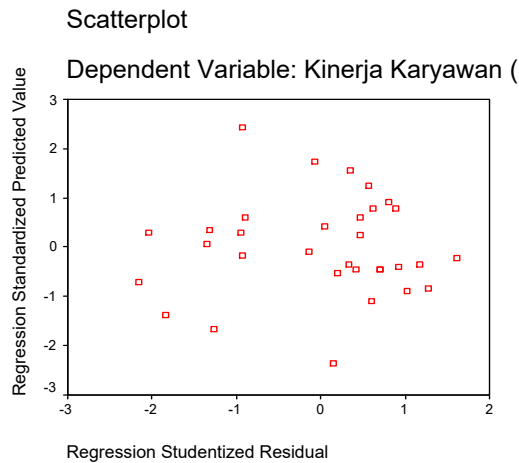
Variable	Tolerance	VIF	Information
Work Environment (X1)	, 697	1,436	no symptoms of multicollinearity
Workload (X2)	, 697	1,436	no symptoms of multicollinearity

Source: Processed Primary Data (2020)

Based on the multicollinearity test results in table 9, it can be seen that the VIF value of each variable is  $1.436 < 10$ , and the tolerant value of each variable is  $0.697 > 0.10$ .

**Heteroscedasticity Test Results**

This research did heteroscedasticity testing withsee the plot graph between the predicted value of the dependent variable and its residual. The decision making criteria in this test according to Ghozali (2004) is if there is no clear pattern and the dots spread above and below the 0 on the Y-axis then there is no heteroscedasticity. Completing the test was used the Park test. A regression model is free from heteroscedasticity if the sig. the results of the analysis of each independent variable  $> 0.05$  (Ghozali & Imam, 2004). The results of the heteroscedasticity test can be seen in the table below:



**Figure 2. Scaterplot Graph of Heteroscedasticity Test Results**

Based on the results of the heteroscedasticity test in Figure 2, it can be seen that the results formed by the scatterplot diagram show the points that spread out at the top and at the bottom of the Y axis. The above results show that there is no heteroscedastity problem in this regression model. To make sure the results of the scatterplot diagram test above are shown the results of the heteroscedasticity test using the Park test.

**Table 7. Park Test Results**

Variable	Sig	Criteria	Information
Work Environment (X1)	0.395	Sig > 0.05	there are no symptoms of heteroscedasticity
Workload (X2)	0.528	Sig > 0.05	there are no symptoms of heteroscedasticity

Source: Processed Primary Data (2020)



The park test results show that each variable has a significance value > 0.05 (Work Environment (X1) = 0.395; Workload (X2) = 0.528), so that the regression model is free from heteroscedasticity symptoms. This means that there is a match between the heteroscedasticity test using graphs and the results of the Park test.

**Linearity Test Results**

**Table 7. Linearity Test Results**

	<i>Sig. Deviation From Linearity</i>	<b>Information</b>
Employee Performance (Y) * Work Environment (X1)	0.104	There is a linear relationship
Employee Performance (Y) * Workload (X2)	0.589	There is a linear relationship

*Source: Processed Primary Data (2020)*

Based on the test result data, it can be seen that the Sig. Deviation From Linearity more than 0.05, it means that the relationship between the two variables, both work environment and employee performance, as well as workload and employee performance, is linear.

**Results of Multiple Linear Regression Analysis**

This analysis is used to test the effect of the independent variable on the dependent variable, the following are the results

**Table 8. Results of Multiple Linear Regression Analysis**

Variable	Koef. Regression	Standard Error	t	Significance (p-value)
Constant	42,026	7,441		,000
Work Environment (X1)	,833	,301	2,765	,010 **
Workload (X2)	-1,319	,342	-3,851	,001 **

F-count = 7,711

$\alpha = 0.05$

*P-value* = 0.002

*R2 Square* = 0.347

N = 32

*Remarks: \*\*)* Significant

*Source: Processed Primary Data, 2020*

Based on the table above, the multiple linear regression equation can be explained as follows:  $Y = 42.026 + 0.833X1 - 1.319X2$ . Based on this equation it can be explained, that the regression coefficient value of the work environment variable (b1) = +0.833, and the workload (b2) = -1.319, so it can be concluded that the workload variable regression coefficient (X2) is greater than the work environment variable regression coefficient. (X1). This means that the workload (X2) has a greater influence on employee performance (Y) than the work environment variable (X1).

In addition, the table above also explains that the variation in employee performance (Y) which can be explained by the work environment variable (X1) and workload (X2) is 0.347 so that there are other variables outside the model that can affect employee performance (Y) amounting to 0.653.

## **Hypothesis Testing and Discussion**

### **Hypothesis test**

The results showed that the p-value of the work environment variable (0.010)  $< 0.05$ , and the workload variable (0.001)  $< 0.05$ , then these two variables had a significant effect on employee performance (Y). This is in accordance with the research hypothesis so that hypotheses 1 and 2 of the study which state work environment and workload affect employee performance are accepted. The results also show that the work environment and workload simultaneously affect employee performance (p-value = 0.002  $< 0.05$ ). This is in accordance with the research hypothesis 3 which states that the work environment and workload simultaneously have a significant effect on employee performance

### **The influence of the work environment on employee performance**

The results of regression analysis show that the work environment has an effect on employee performance, as evidenced by the p-value (0.010)  $< 0.05$ . The findings of this study support As'ad's opinion (2002), Moekijat (2002), and Sedarmayanti (2001), that in creating high-performance resources, cooperative management can do this by creating a conducive work environment, because after all the work environment is everything that is around employees, so that their existence cannot be separated from the employees themselves in carrying out their work.

Gibson & Ivan Cevich (2007) also states the same thing, that the work environment which is part of a psychological factor is one of the factors that play a role in improving employee performance. The work environment which is part of external factors is one of the factors that influence employee performance.

The results also show that the work environment at KSU Citra Mandiri as a whole has been assessed in a good category, and contributes to employee performance by 0.833 in a positive direction. The significance of the influence of the work environment on employee performance in a positive direction shows that the management of KSU Citra Mandiri has been able to create a good working environment, both with regard to lighting, color, smells in the workplace, air, sound, work relations of employees' superiors, and employee working relationship with employees, so as to be able to improve employee performance, both related to aspects of achievement, honesty, discipline, initiative, and employee personality.

The results of the study also found that among several aspects of the work environment that were considered good, the aspect of available lighting that supported work activities was the aspect that was rated the most low (mean = 2.84). This of course needs attention from management. Apart from this, the results of the study still support Nitisemito's opinion (2001) which states that the work environment is everything that is around the worker and can affect him in carrying out assigned tasks such as cleaning, music and others. The results of the study also support Sedarmayanti's opinion (2001), that the work environment is not only limited to the physical work environment, but also relates to the non-physical environment, such as: the employee's work relationship with employees and the employee's work relationship with their superiors.

The results of the study also support previous studies conducted by Widiasworo (2014), Cahyono (2015), and Wijaya (2017) who also found that the work environment has a positive effect on employee performance. In connection with this, the good and bad of the employee's work environment will affect employee performance.

The results and section begins with a description of the object or research subject that must be written in the form of descriptive statistics or other relevant descriptions. The results of statistical tests such as validity tests, reliability tests, stationary tests, statistical F tests, statistical t tests,

coefficient of determination or other statistical test results that are relevant to the researcher's analysis tools must be written concisely and clearly.

#### **Effect of workload on employee performance**

The results showed that the workload affected the employee performance of KSU Citra Mandiri, as evidenced by the p-value (0.001) <0.05. The research findings support the opinion that workload is one of the factors that influence employee performance. Organizational factors related to pressure to complete the job properly and correctly, and pressure due to role demands that exceed the capacity are factors that affect employee performance. (Robbins & Judge, 2007).

The results also showed that the overall workload at KSU Citra Mandiri was rated by respondents in the high category, and contributed 1.319 to the employee's performance in a negative direction. These findings indicate that the workload faced by respondents, in this case the employees of KSU Citra Mandiri, is considered heavy, and this condition has a negative impact on employee performance. Of the many aspects of workload that are considered the most giving a very high workload, it is always necessary to make the right decisions with a mean value of 3.34 (3.26-4.00). In connection with these findings, the demands of management to make the right decisions become a heavy burden for respondents.

The findings of this study further support previous research studies conducted by Rumawas (2018), and Setiawan (2006), that excessive workload can have a negative effect on employee performance, such as: employee fatigue, even according to a study conducted by Suswanti & Al Ayubbi (2008), a heavy workload can cause stress for employees. Giunipero (1997) also said the same thing, where a high workload will result in a decrease in performance, as a result of increased anxiety, and employee work stress. Meanwhile, the findings of this study contradict the research study conducted by Madris (2009), and Daughter (2017) which proves the workload has a positive influence on employee performance. Also other research conducted by Mudayana (2012) and Prahastari (2015) prove that workload has no effect on employee performance.

#### **The effect of work environment and workload simultaneously on employee performance**

The results of the regression analysis also show that simultaneously the work environment and workload have an effect on employee performance. This is in line with the opinion of Robbins (2007) and Mangkunegara (2007), that the work environment is a factor that determines the level of employee performance, as well as the workload is one of the factors that play a role in determining employee performance.

Simultaneously, the work environment and workload provide an effective contribution to employee performance by 0.347 or 34.70% (R Square). This shows that the level of employee performance is influenced by the work environment and workload. These findings are in accordance with previous studies conducted by Asriani (2018), Tjiabrata (2017), and Cholidah (2016) which shows that the work environment and workload are factors that simultaneously affect employee performance; so that the level of employee performance is influenced by the work environment and workload.

### **CONCLUSION**

The results showed that the work environment and workload both partially and simultaneously had an effect on employee performance, as evidenced by the significance value of the research results <0.05. The results also show that the work environment has a positive influence on employee performance, so that any improvement in the work environment will improve employee

performance, and vice versa. While workload has a negative effect on employee performance, so that any decrease in workload will increase employee performance, and vice versa

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