

THE EFFECT OF JOB STRESS, JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE OF CV. CALANTHA PERMAI IN MANADO

PENGARUH STRESS KERJA, KEPUASAN KERJA DAN KOMITMEN OORGANISASI TERHADAP KINERJA KARYAWAN CV. CALANTHA PERMAI DI MANADO

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<p>Received : 30-03-2023 Revised : 06-04-2023 Accepted : 13-08-2023</p> <p>Keywords: Commitment, Job Stress, Job Satisfaction, Organization</p>	<p>Abstract This study delves into the repercussions of job stress, job satisfaction, and organizational commitment on the work performance of employees within CV. Calantha Permai, situated in Manado. Employing a quantitative research approach, the investigation utilizes a structured questionnaire survey as its primary data collection method, gathering responses from employees. Subsequently, the data is subjected to rigorous regression analysis. The findings of this study illuminate several critical insights. Firstly, job stress exerts a detrimental influence on employee performance, indicating a negative correlation between these two variables. Conversely, job satisfaction and organizational commitment exhibit a favorable relationship with performance, suggesting that as these factors increase, so does employee performance. These results have substantial implications for CV. Calantha Permai. The organization should consider the management of job stress levels, fostering higher levels of job satisfaction among its workforce, and cultivating greater organizational commitment as strategic objectives to optimize employee performance. These findings offer pertinent guidance to organizations seeking to enhance their competitive edge by prioritizing the well-being and commitment of their workforce.</p>
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INTRODUCTION

The construction industry, particularly in developing nations like Indonesia, stands out as a sector of dynamic growth and considerable significance (Notanubun & Djemly, 2019). Its prominence lies not only in the vast employment opportunities it generates but also in its role as a key driver of income distribution throughout the population. Additionally, the construction sector plays an indispensable role in advancing the growth and development of a nation. However, amidst its promising prospects, this industry is marked by the inherent challenges of high-risk operations, pervasive uncertainty, and the presence of razor-thin profit margins (Dewi & Sintaasih, 2016). These challenges, in turn, cast a substantial shadow on the realm of job satisfaction among its workforce.

Intriguingly, the construction industry is heavily swayed by the ever-evolving demands and expectations of its clientele. The dynamic market dynamics are intricately intertwined with the safeguarding of interests by insurance entities, vigilant inspections, and the watchful eye of financial institutions (Prabu, 2017). This confluence of factors necessitates a continuous process of adaptability on the part of construction firms, enabling them to seamlessly navigate the multifaceted landscape of

client requirements. This spirit of adaptability and responsiveness naturally extends into the realm of organizational commitment within construction companies (Colquitt et al., 2014).

Within this industry, contracts and pricing strategies tend to align with conservative principles, yet the volatility of production costs presents a striking contrast. The intricate dance of project timelines and stringent quality standards is choreographed by client preferences, often leading to the orchestration of alterations in construction processes. The paramount influence of a company's reputation in client decision-making often places immense pressure on workers, as the fluidity of work schedules and the mounting demands of their tasks create a crucible for stress (Sinaga & Sinambela, 2013).

In the context of the construction industry, which is known for its intricate and demanding nature, the concept of job satisfaction takes on heightened significance. It becomes a critical and indispensable yardstick for gauging the overall well-being and contentment levels of the workforce within this field. Job satisfaction acts as a litmus test, an evaluative tool that goes beyond mere job performance metrics (Bodroastuti & Rulijaji, 2016). It delves into the very core of how individuals within this industry view their roles, assess their achievements, and make sense of the supervisory structure that oversees their work.

The overarching goal of this research endeavor is to delve deep into the intricate web of correlations between job satisfaction, organizational commitment, and employee performance within construction firms. As employee performance scales new heights, it not only augments the potential for achieving corporate objectives but also ensures that individuals with exceptional capabilities yield maximum dividends for their respective organizations. These high-performing employees stand as pillars of responsibility, entrusted with the pivotal task of fulfilling the multifaceted responsibilities set forth by the organization.

METHOD

This research utilizes a combination of descriptive quantitative and verificative methods, with independent variables consisting of job-related stress (X1), job contentment (X2), and organizational dedication (X3), while employee performance (Y) serves as the dependent variable. Job-related stress signifies the reaction to psychological pressure, job contentment is the response to one's occupation, and organizational dedication reflects the degree of employee loyalty and involvement. The study is conducted at CV. Calantha Permai, Manado, spanning a two-month duration. The questionnaire applied encompasses 47 statements carefully structured based on pertinent measuring tools, indicators, and dimensions.

Data collection methodologies encompass both primary and secondary sources (Sugiyono, 2017). Primary data is acquired through direct observations, interviews, and questionnaires distributed to the workforce at CV Calantha Permai. Secondary data is garnered through literature research and relevant research journals. The research instrument employed is a questionnaire containing queries derived from the criteria of job-related stress, job satisfaction, organizational commitment, and employee performance. Following data collection, an analysis phase ensues, including evaluations of validity and reliability through data analysis techniques. The evaluation of respondents' opinions, behaviors, and perceptions is facilitated through the utilization of a Likert Scale. The questionnaire is configured with closed-ended questions, enabling respondents to select from a set of provided response options.

RESULT AND DISCUSSION

Result

In this chapter, we will delve into the outcomes of the conducted research, examining how job stress, job satisfaction, and organizational commitment affect the performance of employees at CV Calantha Permai, a construction services company located in Manado. The company has been operational since 2014.

For this study, primary data was collected through questionnaires containing questions relevant to the research variables. To fulfill the research objectives and align with the previously outlined

hypothesis testing, the research employs data analysis methods, namely descriptive analysis and verificative analysis, which encompass multiple linear regression analysis and multiple correlation analysis.

1. Respondent Overview

Table 1. Number of Respondents Based on Gender

Gender	Frequency	%
Male	22	73%
Female	8	27%
Total	30	100

Table 2. Number of Respondents Based on Age

Age	Frequency	%
18-30	21	70%
31-50	9	30%
Total	30	100

Table 3. Respondents Based on Education Background

Education Background	Frequency	%
S1	14	47%
D3	9	30%
SMA	7	23%
Total	30	100

Table 4. Number of Respondents Based on Length of Working Experience

Length of Working Experience	Frequency	%
0-2 years	7	23%
2-5 years	23	77%
Total	30	100

2. Results of Validity Testing and Reliability Testing

A. Validity Testing

Validity testing was carried out by correlating the scores obtained from each item with the scores of each variable obtained from the summation of scores in the questionnaire items, which is a test based on item analysis. The correlation technique used was Pearson correlation, where an item can be considered valid if the r - statistic value is greater than the critical r -value. In the item analysis, the following results were obtained:

- a. There are a total of 46 items divided into four variable groups, namely 9 items in the job stress variable, 15 items in the job satisfaction variable, 11 items in the organizational commitment variable, and 11 items in the employee performance variable.
- b. Within the job stress variable, there are 2 items that are not valid, specifically item 2 (work environment keeping up with the times) and item 9 (stress when keeping problems to oneself rather than discussing them with others). Therefore, these instrument items cannot be used in the subsequent research.
- c. Meanwhile, all other items, apart from those mentioned in point 2, are deemed valid and can be used as instrument items in the subsequent research questionnaire.

B. Reliability Testing

Reliability testing was conducted to determine the consistency of respondents' answers to the questions in the research instrument. The higher the reliability coefficient, the more reliable the answers obtained from the respondents. The method used involves calculating the Cronbach's Alpha coefficient for each variable under examination. If the Cronbach coefficient alpha value is greater than 0.364, then the respondents' answers can be considered reliable. However, if the value obtained is less than 0.364, it is considered unreliable.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Stress (X1)	0,694	Reliable
Job Satisfaction (X2)	0,88	Reliable
Organizational Commitment (X3)	0,892	Reliable
Employee Performance (Y)	0,854	Reliable

Based on the results of the reliability test in Table 5, it can be observed that all four variables used in this study have Cronbach's Alpha values greater than 0.364. This indicates that the responses obtained from the respondents regarding these research variables are reliable, and thus, the questionnaire can be used for the subsequent stages of the study.

The description of respondent answers is derived from the collected responses, which are then summarized and analyzed for each variable. This assessment is carried out using the following criteria:

- Lowest rating score: 1
- Highest rating score: 5
- With an interval value of $\frac{5-1}{5} = 0.8$
- Therefore, the assessment for each variable is categorized as follows:
 - 1.00 – 1.80 = strongly disagree
 - 1.81 – 2.60 = disagree
 - 2.61 – 3.40 = neutral
 - 3.41 – 4.20 = agree
 - 4.21 – 5.00 = strongly agree

The research results obtained from 30 respondents show an average rating of 2.91, which falls into the neutral category. This indicates that, on average, respondents are neutral in their agreement with the indicators within the job stress variable. The highest rating is 4.27 for the indicator related to stress due to economic uncertainty in the work environment, while the lowest rating is 3.33 for the indicator of stress due to political uncertainty.

For the job satisfaction variable, respondents on average provided a rating of 4.37, which falls into the strongly agree category. This indicates that respondents agree with the indicators within the job satisfaction variable. The highest rating is 4.67 for the indicator of satisfaction with the opportunity to compete fairly, while the lowest rating is 4.07 for the indicator of satisfaction with promotion opportunities according to employees' desires.

C. Analysis of Respondent Ratings for the Organizational Commitment Variable

Moving forward, in assessing respondent perspectives on the organizational commitment variable, reference can be made to the following explanation. In terms of the organizational commitment variable, respondents, on average, provided a rating of 4.05, categorizing it as agreement. The highest rating was observed in the category of job satisfaction, scoring 4.50, whereas the lowest rating was noted in the category of willingness to sacrifice personal interests, scoring 3.73.

D. Examination of Respondent Assessments Towards the Employee Performance Variable

The mean rating derived from 30 respondents, aligned with the data analysis which stands at 4.44, which falls within the strongly agree category. The highest rating is related to the ability to work in accordance with company expectations, with a score of 4.63, while the lowest rating is related to the ability to make decisions in the workplace, with a score of 4.27.

The subsequent table offers a summarized overview of the data analysis outcomes garnered from the research variables employed.

Table 6. Summarized Overview of Research Variables

Indicators	Mean	Description
Job Stress (X1)	2,91	Neutral
Job Satisfaction (X2)	4,37	Strongly Agree
Organizational Commitment (X3)	4,05	Agree
Employee Performance (Y)	4,44	Strongly Agree

3. Classical Assumption Test

Stages of classical assumption testing are conducted before performing multiple regression analysis, with the aim of testing the regression model to obtain an unbiased linear estimator, normally distributed, and free from multicollinearity and heteroscedasticity phenomena.

A. Normality Test

This test aims to examine whether the dependent and independent variables have a normal distribution in the regression model. A good regression model has variables with a normal or nearly normal distribution. The following diagram shows the normality test for the impact of job stress, job satisfaction, and organizational commitment on employee performance.

From the diagram above, it can be seen that the processed data is normally distributed, spreading around the regression model, indicating that the normality test is satisfied.

B. Multicollinearity Test

The multicollinearity test is conducted to examine whether there is correlation among independent variables in the regression model by observing the tolerance value and VIF. If the tolerance value is > 0.10 or < 1 and $VIF < 10$, it means there is no multicollinearity.

The multicollinearity tests result shows that the VIF (variance inflation factor) values obtained are 1.014 for job stress, 1.064 for job satisfaction, and 1.079 for organizational commitment, so the VIF values are < 10 . Meanwhile, the tolerance values are 0.986 for job stress, 0.940 for job satisfaction, and 0.927 for organizational commitment, where these values are > 0.10 and < 1 . Therefore, based on the results obtained, it can be concluded that the regression model does not contain multicollinearity and meets one of the classical assumption test criteria.

C. Heteroscedasticity Test

For the heteroscedasticity test in this study, a scatterplot diagram method was used, which indicate that there is no heteroscedasticity. Therefore, the heteroscedasticity assumption is satisfied.

Based on the classical assumption tests conducted, it can be observed that the regression model is normally distributed, free from multicollinearity, and free from heteroscedasticity, allowing for hypothesis testing (t-test) and model fitness testing (F-test).

4. Multiple Regression Analysis

The calculation of multiple regression analysis of job stress, job satisfaction, and organizational commitment on employee performance is conducted using the following equation:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Thus, the equation obtained is as follows:

$$Y = 22.7 + 0.096 * X_1 + 0.399 * X_2 - 0.056 * X_3 + e$$

Where:

- Y : Employee Performance (dependent variable)
- α : Constant
- β_1 and β_2 : Regression coefficients of job stress, job satisfaction, and organizational commitment
- X1 : Job Stress (independent variable)
- X2 : Job Satisfaction (independent variable)
- X3 : Organizational Commitment (independent variable)
- E : Error or disturbance factor affecting employee performance

The interpretation of the above regression is as follows:

- a. Constant
 The constant value used is 22.7, indicating that if all independent variables, namely job stress, job satisfaction, and organizational commitment, have a value of zero (0), then the value of employee performance is 22.7.
- b. Job Stress (X1)
 The job stress variable (X1) has a positive effect on Employee Performance (Y) with a regression coefficient of 0.096. A positive value means that job stress and employee performance are positively related. This implies that if the job stress variable increases by one unit, the employee performance will increase by 0.096 units, assuming the other independent variables remain constant.
- c. Job Satisfaction (X2)
 The job satisfaction variable (X2) has a positive effect on Employee Performance (Y) with a regression coefficient of 0.399. This indicates that job satisfaction and employee performance are positively related. If the job satisfaction variable increases by one unit, the employee performance will increase by 0.399 units, assuming the other independent variables remain constant.
- d. Organizational Commitment (X3)
 Conversely, the organizational commitment variable (X3) has a negative effect on employee performance (Y) with a regression coefficient of -0.056. A negative relationship indicates that organizational commitment and employee performance are negatively related. If the organizational commitment variable increases by one unit, the employee performance will decrease by 0.056 units, assuming the other independent variables remain constant.

5. Hypothesis Test

A. Simultaneous Hypothesis Test (F-Test)

The F-test is conducted to determine whether the independent variables used in the model of this study collectively have an impact on the dependent variable.

- a. Hypotheses
 - H0: There is no influence of job stress, job satisfaction, and organizational commitment on employee performance.
 - H1: There is an influence of job stress, job satisfaction, and organizational commitment on employee performance.
- b. Hypothesis test criteria:
 - If F statistic < F table, then H0 is accepted, and H1 is rejected (not significant).
 - If F statistic > F table, then H0 is rejected, and H1 is accepted (significant).
 - With a value of F table = 2.96.
- c. Conclusion

The significance level is $0.026 < 0.05$. Therefore, it can be concluded that variables X1, X2, and X3 collectively have a significant influence on Y. Furthermore, the F statistic value, $0.629 < 2.056$ (the tabulated value), indicates that H1 is accepted, signifying that there is a simultaneous influence of X1, X2, and X3 on Y.

B. Partial Hypothesis Testing (t-Test)

In this test, the significance level of each variable's coefficient is compared to α 5% (0.05). The results of the hypothesis tests are elaborated as follows:

- a. Influence of job stress (X1) on employee performance (Y)
 - Hypotheses:
H0: There is no significant influence of job stress on employee performance.
H2: There is a significant influence of job stress on employee performance.
 - Hypothesis test criteria:
If t statistic < t table, then H0 is accepted, and H2 is rejected (not significant).
If t statistic > t table, then H0 is rejected, and H2 is accepted (significant).
With a t-table value of 2.056.
 - Conclusion
The significance level for variable X1 is $0.535 > 0.05$, and the t statistic value is 0.629, which is less than the tabulated value of 2.056. Consequently, H2 is rejected, indicating that the job stress variable (X1) does not significantly impact employee performance.
- b. Influence of job satisfaction (X2) on employee performance (Y)
 - Hypotheses:
H0: There is no significant influence of job satisfaction on employee performance.
H3: There is a significant influence of job satisfaction on employee performance.
 - Hypothesis test criteria:
If t statistic < t table, then H0 is accepted, and H3 is rejected (not significant).
If t statistic > t table, then H0 is rejected, and H3 is accepted (significant).
With a t-table value of 2.056.
 - Conclusion
Based on Table 6, it can be observed that the significance level for variable X2 is $0.003 < 0.05$, and the t statistic value is 3.229, which is greater than the tabulated value of 2.056. Consequently, H3 is accepted, indicating that the job satisfaction variable (X2) significantly affects employee performance.
- c. Influence of organizational commitment (X3) on employee performance (Y)
 - Hypotheses:
H0: There is no significant influence of organizational commitment on employee performance.
H4: There is a significant influence of organizational commitment on employee performance.
 - Hypothesis test criteria:
If t statistic < t table, then H0 is accepted, and H4 is rejected (not significant).
If t statistic > t table, then H0 is rejected, and H4 is accepted (significant).
With a t-table value of 2.056.
 - Conclusion
Based on Table 6, it can be observed that the significance level for variable X3 is $0.614 < 0.05$, and the t statistic value is -0.511, which is less than the tabulated value of 2.056. Consequently, H4 is rejected, indicating that the organizational commitment variable (X3) does not significantly affect employee performance.

6. Correlation and Multiple Determination Coefficient Analysis

The correlation coefficient (R) value between independent and dependent variables is 0.544. This positive value indicates that there is a positive correlation between job stress, job satisfaction, organizational commitment, and employee performance. It falls within the category of a strong correlation relationship. Therefore, an increase in the magnitude of the three independent variables will be accompanied by an increase in the dependent variable. Meanwhile, the coefficient of determination or R-squared is 0.296, equivalent to 29.6%. This can be interpreted as follows: job stress, job satisfaction, and organizational commitment collectively contribute to 29.6% of the variance in employee performance, while the remaining 70.4% is influenced by other unexamined variables in this study.

Discussion

1. The Influence of Job Stress on Employee Performance

Based on the results of the regression analysis, it is evident that the job stress variable has a positive influence on employee performance, with a regression coefficient of 0.096. This implies that increased levels of employee stress can lead to improved performance. However, with a significance level of 0.535, which is greater than 0.005, and a t- statistic value of 0.629, which is less than the t-table value of 2.056, it is evident that job stress does not have a statistically significant impact on performance. In conclusion, job stress has a positive but non-significant effect on the performance of employees at CV. Calantha Permai.

High levels of job stress do not necessarily hinder employee performance, as can be observed in the employees' enthusiasm and their ability to achieve the company's desired performance while responsibly developing their performance potential (Adawiyah & Siswanto, 2015). The highest-rated job stress indicator in the questionnaire responses was stress arising from economic uncertainty in the workplace. This can be effectively mitigated through clear task allocation and the provision of bonuses to employees when work targets are successfully met, as evidenced in CV. Calantha Permai's management practices. This aligns with prior research conducted by Hotiana & Febriansyah (2018). As a construction company, delivering satisfactory results in line with the owner's expectations leads to high job satisfaction and opens doors to future projects, enriching the company's portfolio. This motivates the company to continue incentivizing employees through bonuses and rewards to achieve optimal results.

2. The Influence of Job Satisfaction on Employee Performance

The results of the regression analysis indicate that the job satisfaction variable has a positive impact on employee performance, with a coefficient of 0.399. This suggests that as job satisfaction levels increase, employee performance also improves. Moreover, with a significance level of 0.003, which is less than 0.05, and a t- statistic value of 3.229, which exceeds the t-table value of 2.056, it is clear that job satisfaction significantly affects employee performance. Thus, it can be concluded that job satisfaction has a positive and significant influence on the performance of employees at CV. Calantha Permai.

This finding is supported by research conducted by Balouch & Hassan (2014), which indicates a connection between employee performance and job satisfaction, especially in terms of basic salary, opportunities for salary increases, recognition of employee achievements, and job promotions. When examining the job satisfaction variable, respondents rated indicators such as salary, rewards, and promotion opportunities quite highly. Additionally, other indicators that received high ratings included teamwork, healthy competition, and the availability of adequate equipment for effective learning and work. These conditions are evident in the work environment of CV. Calantha Permai, where clear task allocation ensures that each employee's responsibilities complement one another, resulting in effective teamwork and reduced competition. As a contractor company, work teams are tailored to the specific requirements of each project, with each team member having clear responsibilities within their respective areas of expertise.

Furthermore, in terms of employee performance, the highest-rated indicator was the ability of employees to work in line with the company's expectations. This achievement can be reached when the job satisfaction indicators are met. This research demonstrates that employee satisfaction with the company positively impacts employee performance, which aligns with the study conducted by Saputra et al. (2016), indicating that an increase in employee satisfaction has a positive impact on performance.

3. The Influence of Organizational Commitment on Employee Performance

Based on the regression analysis results, it is evident that the organizational commitment variable has a negative impact on employee performance, with a coefficient of 0.056, indicating an inverse relationship with employee performance. However, with a significance level of 0.614, which is less than 0.05, and a t- statistic value of -0.511, which is lower than the t-table value of 2.056, it is clear that organizational commitment is not statistically significant in influencing employee performance. Therefore, it can be concluded that organizational commitment negatively affects employee performance but is not significantly associated with the performance of employees at CV. Calantha Permai.

In this context, it can be observed that organizational commitment among employees is not yet optimized. The highest-rated indicator among respondents in the organizational commitment variable was the level of happiness at work. This suggests that organizational commitment is driven by conditions and situations that create happiness through teamwork, appropriate compensation, and salaries. This indicates that employees will remain with the company as long as they receive the desired salary and suitable working conditions. This finding aligns with research conducted by Sulasih (2016), which states that organizational commitment, as an obligation fulfilled by performing tasks, does not significantly affect employee performance. Additionally, it is supported by the research of Subejo et al. (2013). Furthermore, considering the respondents' age range, which typically falls between 18 and 30 years and their low organizational commitment, it may be because they still have opportunities to seek employment in larger companies with longer job security.

CONCLUSION

The data analysis conducted through questionnaires with employees of CV Calantha Permai, the following conclusions can be drawn:

1. Job stress has a positive but not significant impact on employee performance. The positive aspect of job stress arises because it can be effectively managed by the management through task allocation, responsibility assignment, and work motivation in the form of bonuses and appropriate compensation.
2. Job satisfaction has a positive and significant effect on employee performance. Higher job satisfaction, achieved through a competitive work environment, effective teamwork, and satisfactory salaries, can enhance employee performance in line with the company's expectations.
3. Organizational commitment has a negative but not significant impact on employee performance. This implies that employees tend to stay as long as they have a conducive work environment and receive satisfactory salaries. However, they still have the opportunity to seek better prospects in terms of longer job security elsewhere.

Based on the derived conclusions, the following suggestions can be put forward. The company should focus on preserving employee job satisfaction through dedicated support. It is crucial to cultivate a competitive work atmosphere, promote effective teamwork, and ensure that salaries align with employees' skills and capabilities. Additionally, future research endeavors should explore the inclusion of additional variables, expand the sample pool beyond the company's confines, and employ diverse analytical models for more extensive analysis.

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