

Research Article

# The Influence of Motivation and Work Stress on the Organizational Commitment of Civil Servants in the Population and Civil Registration Office of Pontianak City

Zeldi Gea\* & Eru Ahmadia

Department Economic and Business, Universitas Muhammadiyah Pontianak, Pontianak, Indonesia, 78123

\*Corresponding Author: [zeldi734@gmail.com](mailto:zeldi734@gmail.com) | Phone Number: +62852-50967105

## ABSTRACT

This study examines the impact of motivation and work stress on the organizational commitment of civil servants at the Pontianak City Population and Civil Registration Office. The study highlights the importance of human resource management in achieving organizational goals, emphasizing motivation and stress as key factors influencing employee commitment. The study aims to analyze this relationship quantitatively using an associative approach. Data collection was carried out through questionnaires distributed to 49 respondents, supplemented by secondary data related to violations and employee performance values. Sampling used saturated sampling technique. This study used multiple linear regression analysis, supported by classical assumption tests such as validity, reliability, normality, linearity, and multicollinearity tests. The results showed a positive relationship between motivation and organizational commitment, as well as between work stress and organizational commitment. Simultaneous testing showed that both variables significantly influenced organizational commitment. The R-square value of 20.6% indicates that other factors contributed 79.4% to organizational commitment. This study underlines the importance of addressing motivation and work stress to increase employee commitment, offering insights to improve organizational performance through strategic interventions.

**Keywords:** Motivation; Work Stress; Organizational Commitment

## 1. INTRODUCTION

Human Resource Management (HRM) is a discipline that combines the science and art of managing labor relations and roles. The goal is to create effective and efficient synergy in supporting the achievement of organizational goals, employee development, and making positive contributions to society. According to Sinambela, (2016), HRM is the science and art of managing labor relations and roles to effectively and efficiently help realize the goals of organizations, employees, and society.

The Population and Civil Registration Office is the implementing element of the Regional Government in the field of population and civil registration. The Population and Civil Registration Office is headed by a Head of Office who is subordinate to and responsible to the Regent through the Regional Secretary. In accordance with Pontianak Mayor Regulation Number 134 of 2021 concerning the Position, Organizational Structure, Main Duties, Functions, Job Descriptions and Work Procedures of the Pontianak City Population and Civil Registration Office, then the Pontianak City Population and Civil Registration Office has the main task of assisting the Mayor in carrying out government affairs that are the authority of the region and assisting tasks in the field of population administration and civil registration. The Pontianak City Population and Civil Registration Office is located at Jalan Letjen Sutoyo, No. 71, Pontianak 78121, Pontianak City, West Kalimantan. The Pontianak City Population and Civil Registration Office has 50 civil servants in 2023. The working hours of the Pontianak City Population and Civil Registration Office are from Monday to Friday, 07:15 - 15:45 WIB.

It is recorded from the results of the Civil Servant attendance count at the Population and Civil Registry Office of Pontianak City that it fluctuated or rose and fell in 2021 to 2022, experiencing an increase of 49.23%, and in 2022 to 2023 it decreased by 52.3%. According to Kondalkar in Hamali, (2016), motivation has important meaning for an organization or company, namely that it can cause the desire to leave and low employee absenteeism. Motivation is very important in

determining a person's behavior, including work behavior (Fauzi & Fatimah, 2025). In addition, high absenteeism is also influenced by low commitment. According to Sopiah in Priansa, (2018), low-commitment employees will have an impact on *turnover*, high absenteeism, increased work tardiness and lack of intensity to survive as employees in the organization, low work quality, and lack of loyalty to the organization.

As for the Work Performance Score of Civil Servants at the Population and Civil Registration Office in 2022 and 2024, all employees have a Good work performance score. In accordance with the regulations according to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform No. 6 of 2022. Motivation certainly affects performance, although it is not the only factor that shapes performance (Wibowo, 2016). According to Edison et al., (2016), leaders need to stimulate their members to have a strong commitment to the organization they are in, so as to produce better performance for the advancement of the organization itself. Stress can also affect employee performance. When employees experience high levels of stress, the result is a decline in performance. According to Sari et al., (2021) stress is divided into two, namely positive stress (eustress) and negative stress (distress). If stress is within reasonable limits, it will increase morale and performance to the maximum and vice versa. Stress is usually caused by several factors or what are known as stressors. Stress is the result of an imbalance between the demands and resources of the individual. The greater the gap, the greater the stress experienced by the individual, and it becomes threatening (Asih et al., 2018)

Based on the researcher's interview with the Head of the General and Personnel Sub-Division of the Pontianak City Population and Registration Office, he said that in 2022 there was one recorded serious offense resulting in demotion. The type of offense was proven to have violated the working hours regulations from January to December 2021. That the act violated article 4 letter f of government regulation number 94 of 2021 concerning Civil Servant Discipline. Motivation is given so that human resources are encouraged to work optimally.

Motivation is a process that shows individual intensity, direction, and perseverance of efforts towards achieving goals (Priansa, 2018). Motivation is the internal force that drives a person to carry out an activity with the aim of achieving the best results. A high level of work motivation in employees will generally have a positive impact on their performance (Barias et al., 2025). Motivation is an important element for the success of an organization, because it plays a role in ensuring operational sustainability through strong support to survive (Syahaical & Achmad, 2025). Work stress is an unpleasant condition faced by employees in carrying out tasks assigned by superiors (Buuololo, 2021). Work stress is a state of tension that affects a person's emotions, mindset and physical condition. Stress that is not properly managed usually results in a person's inability to interact positively (Makkira et al., 2022). Work stress is a common occurrence for everyone, stress can occur when someone experiences excessive pressure (Yustikasari & Santoso, 2023). Organizational commitment is an employee's feeling of satisfaction with their work, which leads to a sense of dependence, responsibility and commitment to the organization (Ratnaningsih, 2021). Organizational commitment is a meaningful aspect in achieving organizational success. The greater the sincerity of the workers towards the organization, the easier it is to achieve the goals of an organization, namely the performance and productivity of the organization (Rasubala, 2025). Organizational commitment is the desire to work to stay with the company in the future (Roni & Putri, 2024).

The relationship between work discipline and work motivation is mentioned in Ulia et al., (2024), it is known that there is a positive and significant relationship between motivation and employee work discipline, meaning that the higher the employee's work motivation, the higher the work discipline, on the other hand, if motivation is low, work discipline will also be low. Quality human resources should have organizational commitment within them. According to Tewel et al., (2017), organizational commitment is the degree to which an employee is committed to a particular organization and its goals and the desire to maintain membership in the organization. The relationship between work discipline and organizational commitment is mentioned in Maulya et al., (2024) it is known that there is a positive and significant relationship between organizational commitment and work discipline in employees.

## 2. RESEARCH METHOD

This study is a quantitative study using an associative approach. According to Siregar, (2017), associative research is research that aims to determine the relationship between two or more variables. With this research, a theory can be built that can function to explain, predict, and control a phenomenon in research. This study aims to determine the effect of motivation and work stress on the organizational commitment of civil servants at the Population and Civil Registration Office of Pontianak City. The data collection technique in this study used primary data obtained through questionnaires.

According to Sugiyono, (2019), a questionnaire is a series of questions compiled based on research variables. Data collection using questionnaires is very efficient, as respondents only choose answers that have been provided by the researcher. Questionnaires were distributed to all civil servants at the Pontianak City Population and Civil Registration Office. In addition to primary data, this study uses secondary data, namely data on violations and sanctions, and employee performance data. The sample in this study consisted of 49 respondents collected from the Pontianak City Population and Civil Registry Office using saturated sampling technique. Saturated sampling is when all members of the population are used as samples (Hardani et al., 2020). The variables in this study are Motivation (X1), Work Stress (X2) and Organizational Commitment (Y), for the measurement scale used in this study is a 1-5 Likert scale. The data analysis technique in this study uses instrument testing, classical assumption testing and hypothesis testing. In the instrument test, there is a validity test and a reliability test, in the classical assumption test, there is a normality test, linearity test, and multicollinearity test, in hypothesis testing there is a multiple linear regression analysis test of multiple linear regression equations in this study, namely  $Y = \alpha + bX_1 + bX_2 + e$ , then there is a correlation coefficient, coefficient of determination, Simultaneous Test (F), and Partial Test (T), data analysis in this study using IBM SPSS 26.

### 3. RESULTS AND DISCUSSION

#### 3.1 Test Research Instruments

##### 3.1.1 Validity Test

After collecting questionnaires from respondents, the validity of the obtained data was then tested. Validity shows the degree of accuracy and precision of a measuring tool in performing its measuring function. The results of the validity test for the Motivation statement can be seen in Table 1 below:

**Table 1. Validity Test Results**

| Variable                      | Indicators | r count | r table | Descriptions |
|-------------------------------|------------|---------|---------|--------------|
| Motivation (X1)               | X1.1       | 0,570   | 0,281   | Valid        |
|                               | X1.2       | 0,602   |         |              |
|                               | X1.3       | 0,560   |         |              |
|                               | X1.4       | 0,436   |         |              |
|                               | X1.5       | 0,481   |         |              |
|                               | X1.6       | 0,544   |         |              |
|                               | X1.7       | 0,434   |         |              |
|                               | X1.8       | 0,542   |         |              |
|                               | X1.9       | 0,621   |         |              |
|                               | X1.10      | 0,305   |         |              |
| Work Stress (X2)              | X2.1       | 0,468   | 0,281   | Valid        |
|                               | X2.2       | 0,475   |         |              |
|                               | X2.3       | 0,414   |         |              |
|                               | X2.4       | 0,594   |         |              |
|                               | X2.5       | 0,616   |         |              |
|                               | X2.6       | 0,475   |         |              |
|                               | X2.7       | 0,695   |         |              |
|                               | X2.8       | 0,512   |         |              |
| Organizational Commitment (Y) | Y1.1       | 0,406   | 0,281   | Valid        |
|                               | Y1.2       | 0,315   |         |              |
|                               | Y1.3       | 0,406   |         |              |
|                               | Y1.4       | 0,315   |         |              |
|                               | Y1.5       | 0,743   |         |              |
|                               | Y1.6       | 0,517   |         |              |

Source: Processed Data, 2025

Based on **Table 1**, the validity test on the variable shows that all statement items are valid because  $r \text{ count} \geq r \text{ table}$ .

##### 3.1.2 Reliability Test

The reliability test is used to determine the consistency of the measuring instrument, whether the measuring instrument

can be relied upon for further use. The reliability test results in this study use the Cronbach's Alpha technique. The reliability test results can be seen in **Table 2**.

**Table 2. Reliability Test Results**

| Variable                      | Cronbach's Alpha | Description |
|-------------------------------|------------------|-------------|
| Motivation (X1)               | 0.676            | Reliable    |
| Work Stress (X2)              | 0.642            |             |
| Organizational Commitment (Y) | 0.641            |             |

Sourch: Processed Data, 2025.

Based on **Table 2**, it shows that Cronbach's Alpha variable > reliability coefficient 0.6. So it can be concluded that all items of statements on the questionnaire in all variables are reliable.

### 3.2 Classic Assumption Test

#### 3.2.1 Normality Test

This Normality Test aims to determine the distribution of data in the variables that will be used in the study. Data normality can be seen by using the Kolmogorov-Sminov normality test. The results of the Normality test calculation can be seen in Table 3 below:

**Table 3. Normality Test Results**

| Test                 | Value             |
|----------------------|-------------------|
| N (Sample)           | 49                |
| Test Statistic       | .090              |
| Asymp.Sig.(2-tailed) | .200 <sup>c</sup> |

Sourch: Processed Data, 2025

**Table 3**, shows that the value of Asymp. Sig (2-tailed) 0.200 > 0.05, meaning that the residual value is normally distributed.

#### 3.2.2 Linearity Test

The linearity test is used to see whether the model specification used is correct or not. The calculation results of the linearity test of the Motivation variable can be seen in Table 4 below:

**Table 4. Result of Linearity**

| Variable                                | Deviation From Linearity | Description |
|---|--------------------------|-------------|
| Organizational Commitment * Motivation  | 0,479                    | Linear      |
| Organizational Commitment * Work Stress | 0,245                    |             |

Sourch: Processed Data, 2025

Based on **Table 4**, the linearity test results show a significance value of *deviation from Linearity* of 0.479, and 0.45, which means > 0.05. So it can be concluded that there is a linear relationship between the Motivation and Work Stress variables and Organizational Commitment.

#### 3.2.3 Multicollinearity Test

The Multicollinearity Test is carried out to analyze the correlation between independent variables. As a basis for seeing a

model that is not multicollinearity is to look at the size of the Variance Inflation Factor (VIF) and the tolerance level. If the tolerance value is  $> 0.10$  or VIF is  $< 10$ , then there is no multicollinearity between the independent variables and vice versa. The following is the multicollinearity test in **Table 5**.

**Table 5. Multicollinearity Test Results**

| Variables   | Tolerance | VIF   |
|-------------|-----------|-------|
| Motivation  | .991      | 1.010 |
| Work Stress | .991      | 1.010 |

Dependent Variable: Organizational Commitment

Sourch: Processed Data, 2025

Based on **Table 5**, it can be seen that there is no multicollinearity between the independent variables in the regression model. This is indicated by a tolerance value of each variable  $> 0.10$  and  $VIF < 10$ .

### 3.3 Hypothesis Test

#### 3.3.1 Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted on 49 respondents to determine the effect of the independent variable on the dependent variable. The results of the multiple linear regression analysis are shown in Table 6 as follows:

**Table 6. Multiple Linear Regression Analysis Results**

| Research Variable | Coefficients | T Statistic | Significance Value |
|-------------------|--------------|-------------|--------------------|
| (Constant)        | 1.816        | 2.128       | .039               |
| Motivation        | .140         | 1.105       | .275               |
| Work Stress       | .440         | 3.369       | .002               |

Dependent Variable: Organizational Commitment

Sourch: Processed Data, 2025.

Based on the **Table 6**, the multiple linear regression equation is as follows

$$Y = 1,816 + 0,140X_1 + 0,440X_2$$

Based online the multiple linear regression equation, it can be explained as follows:

- The constant value is 1,816, which is positive. This means that if the independent variable is 0 (constant), the dependent variable is 1,816.
- The value of the Regression Coefficient of Variable  $X_1$  is positive at 0,140, so it can be interpreted that if variable  $X_1$  increases, variable  $Y$  will also increase and vice versa.
- The value of the Regression Coefficient of Variable  $X_2$  is positive at 0, 440, so it can be interpreted that if variable  $X_2$  increases, variable  $Y$  will also increase and vice versa.

#### 3.3.2 Correlation Coefficient Analysis (R)

Correlation analysis is carried out in order to test associative hypotheses, namely the relationship between variables in the population through data on the relationship of variables in the sample. The results of the correlation coefficient test calculation can be seen in **Table 7**.

**Table 7. Correlation Coefficient Test Results (R)**

| Model   | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|-------------------|----------|-------------------|----------------------------|
| 1   | .454 <sup>a</sup> | .206     | .172              | 1.47565                    |
| Predictors: (Constant), Work Stress, Motivation |                   |          |                   |                            |
| Dependent Variable: Organizational Commitment   |                   |          |                   |                            |

Sourch: Processed Data, 2025.

Based on **Table 7**, it can be seen that the obtained R (correlation) value is 0.454. Where this value is between 0.40 - 0.599, this means that between Motivation (X1), Work Stress (X2), and Organizational Commitment (Y) have a sufficient relationship.

### 3.3.3 Analysis of the Coefficient of Determination R<sup>2</sup>

This test is to determine how much the contribution of variable X to variable Y. The test result of the Coefficient of Determination (the calculation can be seen in Table 7) states that the value of the Coefficient of Determination ( or R square obtained is 0.206. This means that 20.6% (1 x 0.206 x 100%) of the influence on Organizational Commitment is explained by Motivation and Work Stress, while the remaining 79.4% is explained by other variables that are not included in the research variables.

### 3.3.4 Simultaneous Test (Uji F)

The simultaneous influence test is used to determine whether the independent variables together influence the dependent variable. The results of the simultaneous test (F test) can be seen in Table 8 below:

**Table 8. Simultaneous Test Results (F Test)**

| Model   | Sum of Squares | Mean Square | F     | Significance      |
|---|----------------|-------------|-------|-------------------|
| Regression                                      | .723           | 13.019      | 5.979 | .005 <sup>b</sup> |
| Residual  | 2.782          | 2.178       |       |                   |
| Dependent Variable: Organizational Commitment   |                |             |       |                   |
| Predictors: (Constant), Work Stress, Motivation |                |             |       |                   |

Sourch: Processed Data, 2025

Based on the results of the F test in **Table 8**, it can be seen that the independent variable has a significant effect on the dependent variable. This can be seen from the F count value of 5.979 > F table 4.038 and the probability value Sig. of 0.005 < 0.05, meaning that the variables Motivation and Work Stress simultaneously have an effect on Organizational Commitment.

### 3.3.5 Partial Test (T Test)

This T test is carried out to determine the influence of each independent variable, Motivation and Work Stress, or partially on the dependent variable, Organizational Commitment. The results of the partial test (T test) can be seen in Table 9 below:

**Table 9. Partial Test Results (T Test)**

| Research Variable                             | Coefficients | T Statistic | Significance Value |
|---|--------------|-------------|--------------------|
| (Constant)                                    | 1.816        | 2.128       | .039               |
| Motivation                                    | .140         | 1.105       | .275               |
| Work Stress                                   | .440         | 3.369       | .002               |
| Dependent Variable: Organizational Commitment |              |             |                    |

Sourch: Processed Data, 2025

Based on **Table 9**, it can be seen that the partial influence test results (t test) produce a sig value that will be interpreted as follows:

- a. The t-value of the Motivation variable (X1) is 1.105, the t-table is 1.677 and the significant level is  $0.275 > 0.05$ . This means that the Motivation variable partially does not have a significant effect on the Organizational Commitment variable (Y), so  $H_0$  is accepted and  $H_a$  is rejected.
- b. The t-value of the Work Stress variable (X2) is 3.369, the t-table is 1.677, and the significant level is  $0.002 < 0.05$ . This means that the Work Stress variable partially has a significant effect on the Organizational Commitment variable (Y), so  $H_a$  is accepted and  $H_0$  is rejected.

## DISCUSSION

### The Effect of Motivation on Organizational Commitment

Based on the results of this study regarding Motivation on Organizational Commitment, it is known that the significance value is  $0.275 > 0.05$ . This shows that Motivation does not have a significant effect on Organizational Commitment, in other words,  $H_0$  is accepted, while  $H_a$  is rejected. It can be explained that motivation does not have a significant effect on organizational commitment, which means that the lower the level of motivation, the lower the level of commitment to an organization. This finding is in line with research (Yuliantini et al., 2017), which also states that motivation has no significant effect on organizational commitment.

### The Effect Work Stress on Organizational Commitment

Based on the results of this study regarding Work Stress on Organizational Commitment, it is known that the significance value is  $0.002 < 0.05$ . This shows that Work Stress has a significant effect on Organizational Commitment, in other words,  $H_a$  is accepted, while  $H_0$  is rejected. It can be explained that the relationship between Work Stress and Organizational Commitment has a parallel direction so that the higher the value of 1 unit in Work Stress, the Organizational Commitment can be increased. This finding is in line with research (Purba et al., 2022) which states that Work Stress has a positive and significant effect on Organizational Commitment.

## 4. CONCLUSION

Based on the analysis and discussion, it can be concluded that the result of the study is a multiple linear regression equation showing that the regression equation is  $Y = 1,816 + 0,140X_1 + 0,440X_2$ , Motivation (X1) and Work Stress (X2) on Organizational Commitment (Y) have a significant relationship. The coefficient of determination (0.206) means that organizational commitment is influenced by motivation and work stress by 20.6%, and the remaining 79.4% is explained by other variables not examined in this study. The motivation and work stress variables simultaneously have a significant effect on organizational commitment. This can be seen from the F-count value  $> F$ -table, which is  $5.979 > 4.038$  and the probability. Sig. is  $0.005 < 0.05$ . The results of the partial influence test (T-statistic test) on the Motivation variable (X1) on Organizational Commitment (Y) show a t-count value of  $1.105 < t$  table and a significance value of  $0.275 > 0.05$ ,  $H_a$  is rejected and  $H_0$  is accepted, meaning that Motivation has no significant effect on the Organizational Commitment of Civil Servants at the Pontianak City Population and Civil Registration Office. The Work Stress variable (X2) on Organizational Commitment (Y) shows a t-count value of  $3,369 > t$ -table and a significance value of  $0.002 < 0.05$ , in other words  $H_a$  is accepted and  $H_0$  is rejected, meaning that the Work Stress variable partially has a significant effect on the Organizational Commitment of Civil Servants at the Pontianak City Population and Civil Registration Office.

## ACKNOWLEDGEMENTS

The authors would like to express their gratitude to all those who have supported the completion of this research. First and foremost, we would like to express our gratitude to Muhammadiyah University of Pontianak for providing the facilities and resources needed to conduct this research. In particular, we would like to thank the Pontianak City Population and Civil Registration Office for their cooperation and for providing access to the data and information needed for this research. We would also like to thank the Head of the Office and the General and Personnel Sub-Division for the invaluable information provided during the interviews. Our sincere appreciation goes to the academic supervisors, colleagues, and fellow researchers who have provided constructive feedback, encouragement, and guidance throughout the research process.

Finally, we would like to thank our family and friends for their unwavering support and understanding throughout this research. This research would not have been possible without the collective efforts of all these individuals and institutions. Thank you.

## REFERENCES

- Asih, G. Y., Widhiastuti, H., & Dewi, R. (2018). Stres kerja. Semarang: *University Press*.
- Barias, P. T., Maringka, T., & Teneh, F. (2025). Pengaruh Motivasi dan Disiplin Kerja Terhadap Kinerja Pegawai di Kantor Inspektorat Daerah Provinsi Sulawesi Utara. *Journal of Mandalika Literature*, 6(1), 119-132.
- Buulolo, F. (2021). Pengaruh Stres Kerja Terhadap Kinerja Pegawai Pada Kantor Camat Aramo Kabupaten Nias Selatan. *Jurnal Ilmiah Mahasiswa Nias Selatan*, 4(2). Retrieved from <https://jurnal.uniraya.ac.id/index.php/jim/article/view/236>
- Edison, E., Anwar Y., & Imas. K. (2016). Manajemen Sumber Daya Manusia. Bandung: Alfabeta.
- Fauzi, R., & Fatimah. (2025). Pengaruh Motivasi dan Pengalaman Kerja terhadap Produktivitas Kerja Karyawan pada PT. Tom Cococha Indonesia Tbk Kabupaten Bogor. *Cakrawala: Jurnal Ekonomi, Manajemen dan Bisnis*, 2(1), 55-64. <https://doi.org/10.70451/cakrawala.v2i1.310>
- Hamali, A. Y. (2016). Manajemen Sumber Daya Manusia. Yogyakarta: Media Pressindo Group
- Hardani, Auliya, N.H, Andriani, H, Fardani, R.A, Ustiaty, J., Utami, E.F., Sukmana, D.J, & Istiqomah, R.R (2020) Metode Penelitian Kualitatif & Kuantitatif. Yogyakarta: CV Pustaka Ilmu Group.
- Makkira, M., Syakir, M., Kurniawan, S., Sani, A. ., & Ngandoh, A. M. . (2022). Pengaruh Stres Kerja, Komunikasi Kerja dan Kepuasan Kerja terhadap Prestasi Kerja Karyawan pada PT. Prima Karya Manunggal Kabupaten Pangkep. *Amkop Management Accounting Review (AMAR)*, 2(1), 20–27. <https://doi.org/10.37531/amar.v2i1.141>
- Priansa, D. J. (2018). Perencanaan dan Pengembangan SDM. Bandung: Afabeta.
- Purba, P. Y., Dubert, L., & Salim, A. (2022). Pengaruh kepemimpinan, reward, dan stres kerja terhadap komitmen organisasi pada PT. Indako Trading Coy Medan. *MSEJ: Management Studies and Entrepreneurship Journal*, 3(6), 4014–4023.
- Rasubala, D. E. J. (2025). Pengaruh Kepemimpinan Transformasional, Kepemimpinan Transaksional dan Komitmen Organisasional terhadap Kinerja Karyawan di PT Salim Ivomas Pratama Tbk. *Jurnal Sosial Dan Sains*, 5(1), 83–96. <https://doi.org/10.59188/jurnalsosains.v5i1.31975>
- Ratnaningsih, D. S. (2021). Pengaruh kepuasan kerja, stres kerja, dan komitmen organisasional terhadap *turnover intention*. *Jurnal Ilmu Manajemen*, 9(3), 1267-1278.
- Roni, R., & Putri, E. R. (2024). Pengaruh Komitmen Organisasional dan Self Efficacy terhadap Kinerja Perangkat Nagari di Kecamatan Baso dengan Kepuasan Kerja sebagai Variabel Moderasi. *Jurnal Ilmiah Mahasiswa Perbankan Syariah (JIMPA)*, 4(2), 567-586. <https://doi.org/10.36908/jimpa.v4i2.435>
- Sari, D. L., Sinaga, R. I. P., Storyna, H., Gunawan, F. E., Asrol, M., & Redi, A. P. (2021). The Relationship between Job Stress and Employee Performance in Manufacturing Industry in Indonesia. *JARES (Journal of Academic Research and Sciences)*, 6(2), 26-38.
- Sinambela, L. P. (2016). Manajemen Sumber Daya Manusia Membangun Tim Kerja yang Solid untuk Meningkatkan Kinerja. Jakarta: Bumi Aksara.
- Siregar, S. (2017). Statistik Parametrik Untuk Penelitian Kuantitatif. Dilengkapi Dengan Perhitungan Manual dan Aplikasi SPSS Versi 17. Jakarta: Bumi Aksara.
- Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta
- Syahaical, F. A., & Achmad, N. (2025). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi Pada Pt X Jakarta Pusat. *Jurnal Lentera Bisnis*, 14(1), 50-68.
- Tewal, B., Adolfin, Pandowo. M. C H., & Tawas. H. N. (2017). Perilaku Organisasional. Bandung: CV. Patra Media Grafindo.

- Ulita, R., Wahyulina, S., & Armi, S. F. (2024). Pengaruh Kepemimpinandan Motivasi Kerja Terhadap Disiplin Kerja Pegawai KantorPengadilan Negeri Mataram, *Journal Of Management and Creative Business (JMCBUS)*, 2(1), 177-191
- Wibowo. (2016). *Manajemen Kinerja*, Edisi Kelima, Cetakan ke-10. PT.Raja Grafindo Persada.
- Yanti, J., & Setiawati, R. (2022). Pengaruh Kebijakan Dividen Terhadap Nilai Perusahaan Dengan Profitabilitas Sebagai Variabel Intervening (Pada Perusahaan Manufaktur Sektor Barang Konsumsi Yang Terdaftar Di Bursa Efek Indonesia Pada Tahun 2016-2019). *Jurnal Manajemen Terapan Dan Keuangan*, 11(01), 243–254. <https://doi.org/10.22437/jmk.v11i01.17389>
- Yuliantini, P., I. P. Astika, & D. N. Badera. (2017). Pengaruh Komepetensi Sumber Daya Manusia, Motivasi, dan Lingkungan Kerja pada Komitmen Organisasi dan Implikasinya pada Kinerja Pengurus Barang. *Jurnal Ekonomi dan Bisnis Universitas Udayana* 6(10): 3697-3730
- Yustikasari. S., & Santoso. B. (2023). Pengaruh Beban Kerja, Stres Kerja, dan Lingkungan Kerja Terhadap Kinerja Perawat Bagian Rawat Inap di Rumah Sakit Tingkat III Brawijaya Surabaya. *Al-Kharaj : Jurnal Ekonomi, Keuangan & Bisnis Syariah*, 6(1), 928-939. <https://doi.org/10.47467/alkharaj.v6i1.3831>