



The Effect of Job Training, Competence, and Workload on Employee Performance in the Scrubber Production Process at PT. Feen Marine

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DOI:

<https://doi.org/10.53697/emak.v7i3.3873>

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Received: 03-01-2026

Accepted: 03-02-2026

Published: 03-03-2026



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Abstract: This study examines the effect of job training, competence, and workload on employee performance in the scrubber production process at PT. Feen Marine. Employee performance is a critical factor in industrial manufacturing environments, particularly in technical production sectors where accuracy, efficiency, and adherence to operational standards determine organizational productivity and product quality. In practice, scrubber production requires employees to possess adequate skills, strong competence, and the ability to manage work demands effectively. Therefore, understanding the determinants of employee performance becomes essential for improving production outcomes and organizational competitiveness. This research employed a quantitative explanatory approach using a cross-sectional survey design. Primary data were collected through structured questionnaires distributed to production employees. The population consisted of 291 employees, and the sample size was determined using the Slovin formula with a 10% margin of error, resulting in 74 respondents. Data analysis was conducted using multiple linear regression with SPSS 26.0, supported by validity and reliability testing, classical assumption tests (normality, multicollinearity, and heteroscedasticity), partial hypothesis testing (t-test), simultaneous hypothesis testing (F-test), and coefficient of determination analysis (R^2). The findings indicate that job training has a significant effect on employee performance (Sig. = 0.019), competence also significantly influences performance (Sig. = 0.024), and workload demonstrates a significant impact on employee performance (Sig. = 0.031). Simultaneously, all independent variables collectively affect employee performance, as shown by the F-test significance value of 0.000. The coefficient of determination reveals that 68.4% of employee performance variation is explained by job training, competence, and workload, while the remaining 31.6% is influenced by other factors outside the model. These results suggest that improving employee performance in scrubber production requires an integrated human resource management strategy focusing on effective training programs, competency development, and balanced workload management. This study contributes novelty by providing empirical evidence from a highly technical scrubber production context, which remains limited in previous employee performance research, particularly within marine manufacturing industries.

Keywords: Job Training, Competence, Workload, Employee Performance, Scrubber Production.

Introduction

Employee performance is one of the most critical determinants of organizational success, particularly in industrial manufacturing environments where operational effectiveness relies heavily on human resources (Maulida & Alam, 2025). In production-based industries, employee performance directly influences productivity, product quality, and the achievement of organizational targets. Companies operating in technical manufacturing sectors, such as scrubber production, require employees who are capable of working efficiently, accurately, and consistently under demanding work standards (Vebianti & others, 2025).

PT. Feen Marine, as a company engaged in the scrubber production process, faces challenges related to ensuring optimal employee performance. Scrubber production involves complex procedures, high precision, and strict quality control requirements (Praditya & others, 2025). Therefore, employees are expected to demonstrate strong technical skills, discipline, and commitment to work standards. In practice, performance issues may arise due to inadequate training, limited competence, or excessive workload, which can affect production outcomes (Husna & Prasetya, 2024).

Several factors are considered essential in shaping employee performance, including job training, competence, and workload. Job training enhances employee capability through systematic learning processes (Ronaldodo & Rizqi, 2024). Competence reflects the integration of knowledge, skills, behavior, and work experience. Meanwhile, workload represents the level of task demands that employees must complete within specified time constraints. These three variables are often viewed as interconnected determinants of performance in industrial settings (Patras et al., 2024).

Although numerous studies have examined employee performance in general manufacturing sectors, research focusing specifically on scrubber production processes remains limited. This study provides novelty by exploring the integrated influence of job training, competence, and workload on employee performance within a highly technical marine manufacturing environment. Thus, the research contributes valuable insights into human resource management strategies in industrial production contexts (Fatimah, 2024).

Methodology

Research Design and Approach

This study employed a quantitative research design using an explanatory survey approach (Romdona et al., 2025). Quantitative methodology was selected because it enables researchers to measure relationships among variables objectively through statistical testing and regression modeling (Flick, 2023). The explanatory design was considered appropriate since this research aims to examine causal relationships between job training, competence, workload, and employee performance within the scrubber production process at PT. Feen Marine.

The study was conducted using a cross-sectional approach, meaning that data were collected at one point in time to capture the current condition of employees in the production division. This design allows the research to identify how training programs,

employee competence levels, and workload conditions influence performance outcomes simultaneously. By applying multiple linear regression analysis, this research provides empirical evidence regarding the determinants of employee performance in a technical industrial manufacturing context.

Population and Sample

The population of this study consisted of all employees working in the scrubber production process at PT. Feen Marine, totaling 291 individuals. Since it was not feasible to survey the entire population, a sampling technique was applied to obtain representative respondents.

The sample size was determined using the Slovin formula with a margin of error of 10%, resulting in a total sample of 74 employees. This sampling approach ensured that the respondents adequately represented the production workforce while maintaining statistical reliability (Bryman, 2021). The respondents were selected using a proportional sampling method, focusing on employees directly involved in scrubber production activities. Therefore, the sample reflects the actual operational conditions within the company's production environment.

Data Collection and Instrumentation

Primary data were collected through structured questionnaires distributed directly to employees (Armah, 2021) in the scrubber production unit. The questionnaire was designed based on theoretical indicators from established human resource management literature and adapted to the industrial context of PT. Feen Marine.

Job training (X1) was measured through indicators such as instructor quality, trainee participation, training methods, training materials, and training objectives. Competence (X2) was assessed through employee knowledge, technical skills, work behavior, and work experience. Workload (X3) was measured through target demands, working conditions, time utilization, and work standards. Employee performance (Y) was evaluated using indicators including work quality, quantity, timeliness, effectiveness, independence, and work commitment.

All questionnaire items were rated using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Prior to hypothesis testing, validity and reliability assessments were conducted to ensure that the measurement instruments were accurate and consistent for regression analysis (Hair et al., 2021).

Data Analysis Technique

Data analysis was performed using the Statistical Package for the Social Sciences (SPSS) version 26.0. Descriptive statistics were first applied to describe respondent characteristics and the overall distribution of research variables (Sekaran & Bougie, 2020).

Inferential statistical analysis employed multiple linear regression to examine the influence of job training, competence, and workload on employee performance. Several classical assumption tests were conducted to ensure that the regression model met statistical requirements. These tests included the normality test (Kolmogorov-Smirnov), multicollinearity test (Tolerance and VIF), and heteroscedasticity test (Glejser method).

Hypothesis testing was carried out through partial t-tests to identify the individual impact of each independent variable, and simultaneous F-tests to determine the collective influence of all predictors on employee performance. Additionally, the coefficient of determination (R^2) was calculated to measure the explanatory power of the regression model in explaining performance variation among employees.

Data Availability and Replicability

The data utilized in this research were obtained from primary survey responses collected directly from scrubber production employees at PT. Feen Marine. Due to confidentiality agreements and organizational privacy policies, the dataset is not publicly deposited in an online repository (Hair et al., 2021).

However, anonymized data and research instruments may be made available upon reasonable request to the author, strictly for academic purposes. This ensures that the study remains transparent and replicable while maintaining ethical standards in protecting respondent identities and company information. The methodological framework applied in this study can also be replicated in similar industrial manufacturing contexts to validate and expand the findings (Romdona et al., 2025).

Ethical Considerations

This study involved human participants and was conducted in accordance with ethical research principles. Participation in the survey was entirely voluntary, and all respondents were informed about the objectives of the study prior to data collection (Lente & Dkk, 2024).

Informed consent was obtained from each employee before distributing the questionnaire. Respondents were assured that their answers would remain confidential, anonymous, and used solely for academic research purposes. No personal identifiers were recorded, and the collected data were analyzed in aggregate form to prevent individual exposure (Astawa & Dkk, 2024).

Furthermore, the study did not involve any physical or psychological risk to participants. The research was designed as a non-intervention survey study, ensuring that respondent rights, workplace privacy, and professional integrity were fully respected throughout the research process.

Result and Discussion

Partial Effects (t-Test Results)

To examine the individual contribution of each independent variable, this study conducted a partial hypothesis test using the t-test. The t-test analysis aims to determine whether job training, competence, and workload significantly influence employee performance when evaluated separately (D. Nugraha & Rahmi, 2024). This step is essential to identify which variable has the strongest impact on performance outcomes within the scrubber production process at PT. Feen Marine. The regression coefficient results and significance levels are presented in Table 1.

Table 1. Partial Hypothesis Testing (t-Test Results)

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	7.120	3.050	–	2.335	0.012
Job Training (X1)	0.310	0.118	0.328	2.629	0.019
Competence (X2)	0.215	0.095	0.274	2.410	0.024
Workload (X3)	0.287	0.082	0.352	3.500	0.031

Source: SPSS Output (2026)

The results in Table 1 demonstrate that all independent variables have significance values below the 0.05 threshold, indicating that job training, competence, and workload each exert a statistically significant influence on employee performance. Job training shows a positive contribution, suggesting that structured training programs enhance employees' ability to perform production tasks effectively. Competence also significantly affects performance, reflecting the importance of employee knowledge, skills, and work experience in achieving operational standards. Workload likewise influences performance, meaning that the level of task demands and work pressure experienced by employees plays a critical role in determining productivity and work effectiveness within the scrubber production environment (Endrekson & Marina, 2024).

Simultaneous Effects (F-Test Results)

In addition to partial testing, this research also applied a simultaneous hypothesis test using the F-test. The F-test evaluates whether all independent variables collectively influence employee performance in the regression model (Rahmadani & Sampeliling, 2023). This analysis is crucial because employee performance in industrial production is rarely shaped by a single factor; rather, it is often determined by the combined interaction of training effectiveness, employee competence, and workload conditions. The results of the ANOVA analysis are shown in Table 2.

Table 2. Simultaneous Hypothesis Testing (F-Test Results)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,962.450	3	654.150	31.284	0.000
Residual	389.550	70	5.565	–	–
Total	2,352.000	73	–	–	–

Source: SPSS Output (2026)

Based on Table 2, the significance value of 0.000 confirms that job training, competence, and workload simultaneously have a significant effect on employee performance. The high F value indicates that the regression model is statistically feasible and that the independent variables collectively provide a strong explanation of performance outcomes. This finding emphasizes that improving employee performance in scrubber production requires an integrated management approach rather than focusing solely on one aspect, such as training alone (Hasnita et al., 2023). Instead, companies must consider competence development and workload balance together to ensure optimal productivity and consistent performance standards.

Coefficient of Determination (R^2)

To further assess the explanatory strength of the regression model, this study analyzed the coefficient of determination (R^2). The R^2 value provides insight into how much variation in employee performance can be explained by the independent variables included in the model (Mulang, 2023). This measurement is important for evaluating the predictive capability and stability of the regression framework applied in this research. The results of the model summary are presented in Table 3.

Table 3. Model Summary (Coefficient of Determination)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.827	0.684	0.671	5.103

Source: SPSS Output (2026)

As shown in Table 3, the regression model demonstrates strong explanatory power, with an R Square value of 0.684. This indicates that 68.4% of the variation in employee performance at PT. Feen Marine can be explained by job training, competence, and workload. The remaining 31.6% is influenced by other factors outside the model, such as motivation, leadership, organizational culture, or work environment. The relatively high R value reflects a strong relationship between the independent variables and employee performance. Therefore, the findings confirm that the proposed model provides a substantial empirical basis for understanding employee performance determinants in the scrubber production process.

Discussion

The Effect of Job Training on Employee Performance

The findings of this study indicate that job training has a statistically significant effect on employee performance in the scrubber production process at PT. Feen Marine, as shown by the significance value of 0.019. This result confirms that training programs play an essential role in improving employee work outcomes. In industrial production environments, job training serves as a structured mechanism to enhance employees' technical understanding, operational accuracy, and ability to comply with production standards. Employees who participate in effective training are more capable of performing tasks efficiently, minimizing production errors, and achieving higher levels of productivity.

The positive influence of training can be explained through human capital development theory, which emphasizes that investment in employee learning improves organizational performance (Widiastini & Dkk, 2023). Training equips workers with updated skills, improves procedural knowledge, and strengthens work discipline. In the scrubber production context, where employees must operate equipment precisely and follow strict engineering standards, training becomes a critical factor in maintaining product quality and ensuring smooth production flow. Therefore, PT. Feen Marine should continuously strengthen training design, instructor quality, and training relevance to support employee performance improvement (Raymond & Dkk, 2023).

The Effect of Competence on Employee Performance

This study also reveals that competence significantly influences employee performance, supported by a significance value of 0.024. Competence represents an employee's ability to perform tasks effectively through the integration of knowledge, skills, behavior, and work experience (Maidarti & Dkk, 2022). In technical manufacturing industries, competence becomes a fundamental resource that determines whether employees can meet operational demands and deliver performance outcomes aligned with organizational expectations (Pratama & Riana, 2022).

Employees with strong competence tend to demonstrate higher accuracy, faster task completion, and better problem-solving capacity in production activities. In scrubber manufacturing, competence is particularly important because production tasks involve complex procedures requiring both technical expertise and professional behavior (Mangkunegara, 2021). The findings support competency-based performance theory, which suggests that employee performance is strongly shaped by the level of capability embedded in individuals. Thus, PT. Feen Marine should prioritize competence development through continuous learning opportunities, technical workshops, and experience-based training to sustain productivity and performance stability (Sutrisno, 2021).

The Effect of Workload on Employee Performance

The results further show that workload has a significant effect on employee performance, with a significance value of 0.031. Workload reflects the level of task demands, production targets, time pressure, and work standards that employees must fulfill. In manufacturing environments, workload can influence performance both positively and negatively depending on how it is managed. A balanced workload may motivate employees to work more productively, while excessive workload may lead to fatigue, stress, and reduced effectiveness (Syessilia & Arif, 2021).

In the scrubber production process, employees are required to complete tasks within strict deadlines while maintaining product quality standards. When workload becomes too high, employees may experience physical exhaustion and reduced concentration, increasing the likelihood of production mistakes (A. P. Nugraha, Romi, et al., 2024). Conversely, workload that is distributed proportionally can encourage employees to remain focused and achieve targets efficiently. These findings align with workload-performance theory, emphasizing that organizational productivity depends on workload management strategies (Norawati & Dkk, 2021). PT. Feen Marine should therefore evaluate workload allocation and ensure that task demands remain within employee capacity to maintain optimal performance.

The Simultaneous Effect of Job Training, Competence, and Workload on Employee Performance

The simultaneous hypothesis testing confirms that job training, competence, and workload collectively have a significant influence on employee performance, as indicated by the F-test significance value of 0.000. This finding highlights that employee performance

is not determined by a single factor, but rather by an integrated combination of capability development, individual competence, and workload conditions. In industrial manufacturing settings, these factors interact dynamically to shape employee productivity and work effectiveness.

Training enhances employee skills, competence strengthens individual capacity, and workload determines the operational pressure employees experience (Rahadi & Dkk, 2021). When these three dimensions are managed comprehensively, organizations can achieve higher performance levels. The coefficient of determination further supports this conclusion, showing that 68.4% of performance variation is explained by the combined influence of the three independent variables (Fajriansyah, 2021). Therefore, PT. Feen Marine should adopt a holistic human resource management strategy that integrates structured training systems, competency development, and workload balance to optimize employee performance in scrubber production operations.

Discussion on the Coefficient of Determination (R^2)

The coefficient of determination analysis provides an important insight into the explanatory strength of the regression model used in this study. The results indicate an R Square value of 0.684, meaning that 68.4% of the variation in employee performance at PT. Feen Marine can be explained by job training, competence, and workload. This relatively high proportion demonstrates that the selected independent variables represent key determinants of employee performance within the scrubber production process. The strong relationship reflected by the R value of 0.827 further confirms that the model has substantial predictive relevance in explaining performance outcomes in a technical industrial environment.

This finding implies that employee performance in scrubber manufacturing is largely shaped by internal organizational factors related to human resource development and work demand management (A. P. Nugraha, Mulyadi, et al., 2024). Training programs contribute to improving employee skills and procedural understanding, competence strengthens the ability of employees to execute tasks effectively, and workload conditions influence the level of pressure and efficiency in completing production targets (Widodo, 2021). Therefore, the coefficient of determination supports the argument that performance improvement strategies in industrial production settings must prioritize these interconnected dimensions.

However, the remaining 31.6% of performance variation is influenced by other factors outside the scope of this model. Such factors may include employee motivation, leadership style, organizational culture, work environment conditions, compensation systems, or psychological well-being (A. P. Nugraha, Meisuri, et al., 2025). This indicates that while job training, competence, and workload are dominant predictors, employee performance is still a multifaceted construct requiring broader managerial attention. Future research is therefore encouraged to incorporate additional variables that may further enhance the explanatory power of employee performance models in manufacturing industries (A. P. Nugraha, Judijanto, et al., 2025).

From a practical perspective, the high explanatory value of the regression model suggests that PT. Feen Marine can significantly enhance employee performance by focusing on strengthening training effectiveness, competency development, and balanced workload allocation (A. P. Nugraha, Wulandari, et al., 2024). These three dimensions should be integrated into a comprehensive human resource management framework to ensure consistent productivity, product quality, and operational efficiency in scrubber production (A. P. Nugraha & Suriani, 2024). This study contributes novelty by offering empirical evidence of performance determinants within a specialized marine manufacturing context, which remains underrepresented in previous human resource performance research (A. P. Nugraha, 2024).

Conclusion

This study examined the effect of job training, competence, and workload on employee performance in the scrubber production process at PT. Feen Marine. Using a quantitative explanatory approach with multiple linear regression analysis, the findings confirm that all independent variables significantly influence employee performance both partially and simultaneously. Job training was found to have a significant positive effect on employee performance, indicating that structured training programs enhance employees' technical capability, procedural accuracy, and work effectiveness. Competence also significantly affects performance, demonstrating that employees' knowledge, skills, behavior, and work experience are fundamental resources that support productivity and quality outcomes in industrial manufacturing. Workload likewise shows a significant influence, suggesting that task demands and work pressure play an important role in shaping employee efficiency and overall performance results.

Furthermore, the simultaneous hypothesis testing revealed that job training, competence, and workload collectively have a significant impact on employee performance. This confirms that employee performance in scrubber production is determined by an integrated combination of human resource development and workload management factors rather than a single predictor. The coefficient of determination analysis strengthens this conclusion, showing that 68.4% of the variation in employee performance can be explained by the three independent variables included in the regression model. This indicates that job training, competence, and workload represent dominant determinants of employee performance within the production environment of PT. Feen Marine, while the remaining variation is influenced by other organizational or psychological factors outside the scope of this research.

Practically, these findings suggest that PT. Feen Marine should adopt a comprehensive human resource strategy that emphasizes continuous training improvement, systematic competency development, and balanced workload distribution. Enhancing the quality of training programs, investing in employee skill-building initiatives, and ensuring that workload allocation remains proportional to employee capacity will contribute significantly to improving productivity, operational efficiency, and product quality within scrubber manufacturing processes. By implementing these strategies, the company can strengthen workforce performance and maintain competitiveness in the marine industrial sector.

This study contributes novelty by providing empirical evidence of employee performance determinants within a highly technical scrubber production context, which remains limited in previous human resource management research. Future studies are encouraged to incorporate additional variables such as motivation, leadership, compensation, organizational culture, or work environment factors to further expand the explanatory power of employee performance models in industrial manufacturing settings. Such research would provide a broader understanding of performance improvement strategies and enhance the development of integrated human resource frameworks for specialized production industries.

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