

The Influence of Cultural Characteristics, Commitment and Work Stress on Employee Performance at PT. Earth of Concrete Facilities (BSB-Kalla Group)

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ABSTRACT

This study aims to analyze the effects of cultural characteristics, commitment, and work stress on the performance of employees of PT BSB Kalla Group. This type of quantitative research has a sample of 70 respondents with a full sampling technique. Data collection techniques consisted of interviews, observations, and questionnaires, as well as literature reviews and research results related to research. Data analysis consisted of descriptive statistical tests, data quality tests, classical assumption tests, hypothesis tests, and determinant coefficient tests (R^2). The results of the study found that cultural characteristics had a significant effect on employee performance. Furthermore, commitment has a significant effect on employee performance. Job stress has a significant effect on employee performance. Variables of cultural characteristics, commitment, and work stress together have a significant effect on the performance of permanent employees. The results of this study can contribute to insight and understanding of things that can affect the performance of permanent employees. Based on this research, it is also expected that PT. BSB Kalla Group must consistently maintain good cultural characteristics for employees, be committed to carrying out their duties and obligations, and pay close attention to the work stress conditions of an employee.

INTRODUCTION

Competition in the business world has entered the free market without limits. This is a big challenge that must be faced by business actors because every company must survive as much as possible to avoid bankruptcy of its business. The company takes various alternative actions to achieve its goals. Basically, the company is a tool to achieve this common goal, namely, producing products and services continuously for profit. In every activity, the company always tries to make a profit, so the goal of the company is to increase its revenue and profits. In this study, problems that occur frequently can unintentionally become factors affecting work quality. During the peak of success achieved by the company, there is something that must be maintained and preserved. All of this is done to maintain the stability of employee performance so that they remain optimal at work. Human resources are the main and most important sector to achieve goals in a company. The HR sector is so involved with things that are intuitive. Pressure and demands from the company can sometimes be dangerous to production activities if they are not managed as well as possible. The main purpose of HRM in the organizational wheel is to assume that employees are a very valuable asset for the company's future. Operational functions such as employee maintenance, which can result in the totality of performance provided by employees, are important things that cannot be underestimated. Of course, The author tries not to miss a moment of research so that all interested parties can realize that things that are not visible or visible can also have a

positive effect on the company. The strength of human resources can be shaped by the nature and character inherent in individuals and the environment in which they are located. With the formation of an organization, of course, it has a predetermined goal, and it is the obligation of every member of the organization to achieve it as mutually agreed. The strength of human resources can be shaped by the nature and character inherent in individuals and the environment in which they are located. With the formation of an organization, of course, it has a predetermined goal, and it is the obligation of every member of the organization to achieve it as mutually agreed. The strength of human resources can be shaped by the nature and character inherent in individuals and the environment in which they are located. With the formation of an organization, of course, it has a predetermined goal, and it is the obligation of every member of the organization to achieve it as mutually agreed.

The results achieved by the organization are closely related to the performance of the employees within it. The first factor that affects employee performance is cultural characteristics. According to Robinson (2018), the strength of cultural characteristics will result in good company performance because of the assumption that a strong culture is a culture that instills core values firmly and is widely accepted among employees. The more pronounced the cultural characteristics. This means that the core values of the organization can be clearly understood and widely accepted by employees. If these employees know what to do and what can be expected of them, they will always act quickly to solve various problems that exist, and if an organization has a strong culture, then employees will give greater loyalty than others, employees in six organizations with weak cultures. This loyalty will increase the commitment of employees to remain in the organization and work and dedicate themselves to the organization.

PT Bumi Sarana Beton (BSB) Kalla Group is a company that demands the inculcation of the values of cultural characteristics as a form of sustainability in the cultural preservation process as the organizational structure changes. The character and characteristics of employees at work will be questioned for their existence. Companies often find misalignment in the application of the values of cultural characteristics. Especially on something that is bound by regulations, such as employee indiscipline, achievements that have not reached the target, etc. If the misalignment of the application of culture remains entrenched, it is possible that the characteristics of the culture will fade, and the success obtained by the company will decrease by itself. So, the important thing that must be maintained and preserved is the cultural characteristics that reflect high spirit and discipline, to achieve the company's vision and mission. PT BSB Kalla Group is developing its vision, namely "to become a superior and leading company in the construction materials industry", with the mission of 1) satisfying customers by fulfilling quality, quantity, price, and time; 2) developing with business partners and mutually benefiting; 3) growing and prospering with employees and the community; 4) realizing social responsibility and being environmentally friendly, and 5) providing excellent service to customers based on an easily accessible IT system. grow and prosper alongside employees and the community; 4) recognize social responsibility and be environmentally conscious, and 5) provide excellent customer service based on an easily accessible IT system grow and prosper alongside employees and the community; 4) recognize social responsibility and be environmentally conscious; and 5) provide excellent customer service based on an easily accessible IT system.

From the vision and mission of the company described above, it can be concluded that the company demands good and high-quality work results to provide satisfaction to all stakeholders. Before the writer continued the research, the writer asked whether there was any specific data regarding the application and cultivation of cultural characteristics. It turned out that the company did not have concrete data regarding the cultural characteristics. The company demands highly of its employees to achieve targets in accordance with the company's vision and mission. Efforts to improve the performance of other employees are to pay attention to work commitment. The attitude towards this commitment is that employees must be able to be effectively involved in various activities to advance the organization. The normative attitude of every employee must be able to carry out organizational rules in the form of

applicable normative rules and leadership policies to always be obeyed and obeyed. Likewise, every employee must understand the importance of commitment in realizing the organization where he works as a place to work for achievement. This organizational commitment is important for every employee to understand to be able to improve their performance. According to (Allen and Meyer, 2016), the essence of organizational commitment results in performance in accordance with organizational goals. The essence of organizational commitment that is applied includes three aspects, namely: affective commitment, normative commitment, and continual commitment. Likewise, every employee must understand the importance of commitment in realizing the organization where he works as a place to work for achievement. This organizational commitment is important for every employee to understand to be able to improve their performance. According to (Allen and Meyer, 2016), the essence of organizational commitment results in performance in accordance with organizational goals. The essence of organizational commitment that is applied includes three aspects, namely: affective commitment, normative commitment, and continual commitment. Likewise, every employee must understand the importance of commitment in realizing the organization where he works as a place to work for achievement. This organizational commitment is important for every employee to understand to be able to improve their performance. According to (Allen and Meyer, 2016), the essence of organizational commitment results in performance in accordance with organizational goals. The essence of organizational commitment that is applied includes three aspects, namely: affective commitment, normative commitment, and continual commitment.

Another important effort to improve employee performance is by paying attention to employee work stress. The author adds that the focus of research is on work stress because, to improve employee performance, companies must pay attention to employee work stress levels. PT BSB Kalla Group is engaged in the construction sector, with the assumption that employee performance can be affected by employee work stress. According to (Rice, 2015), a person can be categorized as experiencing work stress if the stressful affairs experienced involve the organization or company where the individual works. Stress is a condition in which a person experiences tension due to conditions that affect him. These conditions can be obtained from within a person or from the environment around them. According to (Sasono, 2018), stress has both positive and negative impacts. The positive impact of stress at low to moderate levels is functional in the sense that it acts as a driver for improving employee performance. Meanwhile, the negative impact of high levels of stress is a drastic decrease in employee performance. According to (Robbin, 2018), stress is a dynamic condition in which an individual is faced with opportunities, limitations, or demands in accordance with the expectations of the results he wants to achieve in important and uncertain conditions. With high demands from the company, employees unconsciously experience more pressure during work. This can affect the psychological and biological conditions of workers. Especially the operational section workers who meet with machines and other tools every day.

(Mangkunegara, 2017) defines performance as "work performance or work (output) both quality and quantity achieved by human resources for the period given to it". Good performance is expected for every company because performance is a benchmark in making comparisons between what is expected in relation to the work or position that has been entrusted to someone (Indriasari, 2020). Therefore, the three components above—cultural characteristics, commitment, and work stress—must go hand in hand to be able to maximize quality products and maintain the company in the future.

RESEARCH METHOD

This research is quantitative research that focuses on the problem of the influence of cultural characteristics, commitment, and work stress on employee performance. The population and research sample are employees of PT. BSB Kalla Group, totaling 70 members (full sampling). Data collection

techniques through field research include interviews, observations, and questionnaires, as well as library research based on literature and research results related to research. The data analysis techniques consisted of descriptive statistical tests, data quality tests (validity and reliability), classical assumption tests (normality, multicollinearity, and heteroscedasticity), hypothesis testing (multiple linear regression analysis, F-test, and t-test), and determinant coefficient tests (R²).

RESULTS AND DISCUSSION

Descriptive Statistics Test

The variables used in this study which include cultural characteristics, commitment, work stress, and performance will be tested descriptively statistics as in table 1, as follows:

Table 1. Descriptive Statistics

	N	Minimum	Maximum	mean		Std. Deviation
				Statistics	Std. Error	
Cultural	70	36.00	60.00	51.2209	.63297	5.86997
Characteristics	70	46.00	60.00	52.8372	.44039	4.08400
Commitment	70	38.00	60.00	50.2791	.57505	5.33281
Work Stress	70	21.00	35.00	29.5814	.34754	3.22295
Performance	70					
Valid N (listwise)	70					

Source: Processed primary data, 2022

Table 1 explains that the cultural characteristic variable has a minimum answer of respondents obtained from distributing questionnaires is 36 and the maximum answer of 78 respondents obtained from distributing questionnaires is 60, with an average total answer of 51.2 (the average answer of respondents who obtained through the dissemination of the questionnaire) and the standard deviation of 5.86997. The commitment variable has a minimum answer of respondents obtained from distributing questionnaires is 46 and the maximum answers obtained from distributing questionnaires is 60, with an average total answer of 52.8 (the average answer of respondents obtained through distributing questionnaires) and a standard deviation of 4.08400. The work stress variable has a minimum answer of respondents obtained from distributing questionnaires is 38 and the maximum answers obtained from distributing questionnaires is 60, with an average total answer of 50.2 (the average answer of respondents obtained through distributing questionnaires) and the standard deviation of 5.33281. While the performance variable has a minimum answer of respondents obtained from distributing questionnaires is 21 and the maximum answers of respondents obtained from distributing questionnaires are 35, with an average total answer of 29.6 (average answers of respondents obtained through distributing questionnaires) and the standard deviation of 3.22295. 2 (the average respondent's answers obtained through the distribution of questionnaires) and the standard deviation of 5.33281. While the performance variable has a minimum answer of respondents obtained from distributing questionnaires is 21 and the maximum answers of respondents obtained from distributing questionnaires are 35, with an average total answer of 29.6 (average answers of respondents obtained through distributing questionnaires) and the standard deviation of 3.22295. 2 (the average respondent's answers obtained through the distribution of questionnaires) and the standard deviation of 5.33281. While the performance variable has a minimum answer of respondents obtained from distributing questionnaires is 21 and the maximum answers of respondents obtained from distributing questionnaires are 35, with an average total answer of 29.6 (average answers of respondents obtained through distributing questionnaires) and the standard deviation of 3.22295.

Data Quality Test Results

Validity Test Results

A validity test is used to measure whether a questionnaire is valid or not. This test is carried out using Pearson Correlation, the guideline of a model is said to be valid if the significance level is below 0.05 then the question items can be said to be valid. The following table shows the results of the validity test of the three variables used in this study. Cultural Characteristics, Commitment, and Job Stress with 86 samples of respondents. The following is a detailed table of the results of the validity test for each variable used in this study:

Cultural Characteristics Validity Test (KB)

Table 2. Cultural Characteristics Validity Test Results

Question Item Number	Pearson Correlation	Sig (2-Tailed)	Information
KB1	0.805	0.001	Valid
KB2	0.766	0.000	Valid
KB3	0.790	0.000	Valid
KB4	0.633	0.000	Valid
KB5	0.719	0.000	Valid
KB6	0.755	0.000	Valid
KB7	0.700	0.000	Valid
KB8	0.521	0.000	Valid
KB9	0.654	0.000	Valid
KB10	0.805	0.000	Valid
KB11	0.766	0.000	Valid
KB12	0.790	0.000	Valid

Source: Processed primary data, 2022

Table 2 shows that the cultural characteristics variable has valid criteria for all question items with a significance value of less than 0.05, this indicates that of the 70 respondents who answered the questions on the questionnaire for the cultural characteristic variable, it is reliable and worthy of research.

*Commitment Validity Test (KM)***Table 3. Commitment Validity Test Results**

Question Item Number	Pearson Correlation	Sig (2-Tailed)	Information
KM1	0.618	0.000	Valid
KM2	0.739	0.000	Valid
KM3	0.699	0.000	Valid
KM4	0.718	0.000	Valid
KM5	0.659	0.000	Valid
KM6	0.626	0.000	Valid
KM7	0.366	0.000	Valid
KM8	0.404	0.000	Valid
KM9	0.618	0.000	Valid
KM10	0.739	0.000	Valid
KM11	0.699	0.000	Valid
KM12	0.718	0.000	Valid

Source: Processed primary data, 2022

Table 3 shows the commitment variable has valid criteria for all question items with a significance value less than 0.05. this shows that each question on the commitment variable is reliable and worthy of being proposed as research.

*Work Stress Validity Test (SK)***Table 4. Work Stress Validity Test Results**

Question Item Number	Pearson Correlation	Sig (2-Tailed)	Information
SK1	0.691	0.000	Valid
SK2	0.670	0.000	Valid
SK3	0.659	0.000	Valid
SK4	0.758	0.000	Valid
SK5	0.740	0.000	Valid
SK6	0.710	0.000	Valid
SK7	0.691	0.000	Valid
SK8	0.670	0.000	Valid
SK9	0.659	0.000	Valid
SK10	0.758	0.000	Valid
SK11	0.565	0.000	Valid
SK12	0.691	0.000	Valid

Source: Processed primary data, 2022

Table 4 shows that the work stress variable has valid criteria for all question items with a significance value less than 0.05. This shows that each question on the work stress variable is reliable and worthy of being proposed as research.

*Performance Validity Test (KN)***Table 5. Performance Validity Test Results**

Question Item Number	Pearson Correlation	Sig (2-Tailed)	Information
KN1	0.579	0.000	Valid
KN2	0.569	0.000	Valid
KN3	0.433	0.000	Valid
KN4	0.730	0.000	Valid
KN5	0.559	0.000	Valid
KN6	0.730	0.000	Valid
KN7	0.579	0.000	Valid

Source: Processed primary data, 2022

Table 5 shows the Performance variable (KN) has valid criteria for all question items with a significance value less than 0.05. This shows that each question on the performance variable is reliable and worthy of being proposed as research.

Reliability Test

A reliability test was conducted to assess the consistency of the research instrument. A research instrument can be said to be reliable if the Cronbach Alpha value is above 0.60. Table 6 shows the results of the reliability test for the research variables used in this study.

Table 6. Reliability Test Results

Variable	Cronbach Alpha	Information
Cultural Characteristics	0.869	Reliable
Commitment	0.855	Reliable
Work Stress	0.846	Reliable
Performance	0.833	Reliable

Source: Processed primary data, 2022

Table 6 shows the value of Cronbach's alpha on the cultural characteristic's variable of 0.725, commitment of 0.744, work stress of 0.777, and performance of 0.751. Thus, it can be concluded that the statement in this questionnaire is reliable because it has a Cronbach's alpha value of more than 0.60. This shows that each statement item used will be able to obtain consistent data, which means that if the statement is submitted again, an answer that is relatively the same as the previous answer.

Classic Assumption Test Results*Normality test*

Normality test is used to test whether in a regression model, the dependent variable, and the independent variable or both have a normal distribution or not. A good regression model is a normal or close to normal data distribution.

**Table 7. Kolmogorov-Smirnov Test
Normality test**

One-Sample Kolomogorov-Smirnov Test			Unstandardized residual
N			70
Normal		mean	.0000000
Parameters, b		Std. Deviation	1.95371524
most	Extreme	Absolute	.076
Differences		Positive	.066
		negative	-.076
Test Statistics			.076
asympt. Sig. (2-tailed)			.200c,d
a. Test distribution is Normal			
Calculated from data			
C. Lilliefors Significance Correction			
This is a lower bound of the true significance			

Source: *Processed primary data, 2022*

In table 7, the next test used is the Kolmogorov-Smirnov test, the results of the amp output are obtained. sig. (2-tailed) of 0.200 or well above 0.05 indicates that a significant number above 0.05 is that the data is normally distributed.

Multicollinearity Test

To detect the multi ko problem, it can be done by looking at the Tolerance and Variance Inflation Factor (VIF) values and the correlation between the independent variables. Table 8 shows the results of the multicollinearity test in this study.

**Table 8. Multicollinearity Test
Coefficients**

		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance
1	(Constant)	-2,784	2.874		-.992	.471	
	Cultural Characteristics	.377	.053	.597	7.411	.000	.855
	Commitment	.318	.070	.363	4,545	.001	.867
	Work Stress	.262	.059	.361	4.235	.002	.798

a. Dependent Variable: Performance

Source: *Processed primary data, 2022*

Based on table 8 above, the tolerance value is close to 1 and the variance inflation factor (VIF) value is around 1 for each variable, which is indicated by the tolerance value for cultural characteristics of 0.744, commitment of 0.756, and work stress of 0.687. In addition, the VIF value for cultural characteristics is 1.345, commitment is 1.323, and work stress is 1.455. A regression model is said to be free from multiple problems if it has a VIF value of less than 10. Thus, it can be concluded that the regression equation model does not have multiple problems and can be used in this study.

Heteroscedasticity Test

A heteroscedasticity test was conducted to test whether, in a regression model, there was an inequality of variance from the residuals from one observation to another. Detection of the presence or absence of heteroscedasticity is done by looking at the presence or absence of a certain pattern on the scatterplot graph between SRESID and ZPRED, which is shown in Figure 1 below:

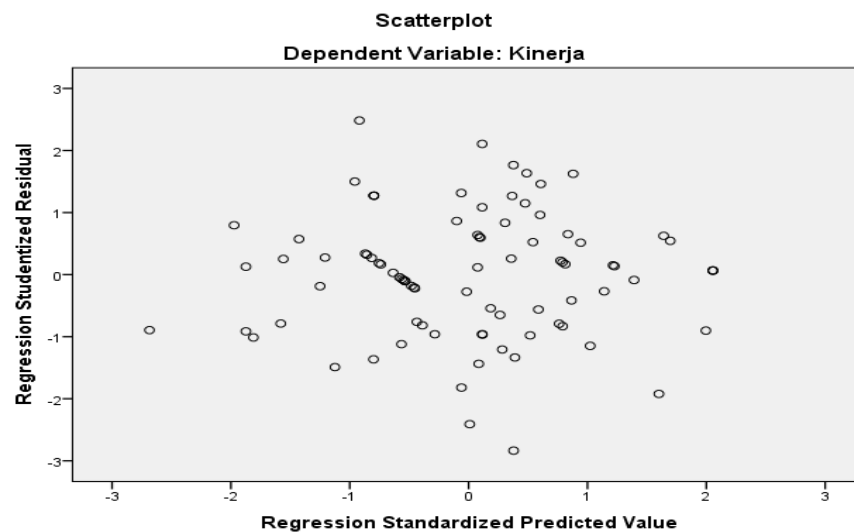


Figure 1. Heteroscedasticity Test

Based on Figure 1, the scatterplot graph shows that the data is spread above and below the number 0 (zero) on the Y-axis and there is no clear pattern in the spread of the data. This means that there is no heteroscedasticity in the regression equation model, so the regression model is feasible to use to predict the performance of permanent employees based on the variables that influence it, namely cultural characteristics, commitment, and work stress.

Hypothesis Test Results

Multiple Linear Regression Test

Classical assumption test analysis is a requirement that has been carried out previously to provide results that the variables involved in it meet the qualifications of the requirements and classical assumptions. This research was continued by testing the significance of the model and the interpretation of the regression model.

Table 9. Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2,784	2.874		-.992	.471
	Cultural Characteristics	.377	.053	.597	7.411	.000
	Commitment	.318	.070	.363	4,545	.001
	Work Stress	.262	.059	.361	4.235	.002

a. Dependent Variable: Performance

Source: Processed primary data, 2022

Based on table 9, the regression equation is obtained as follows:

$$Y = -2.784 + 0.377X_1 + 0.318X_2 + 0.262X_3 + e$$

From the above equation, it can be interpreted that the value of constant (a) is -2.784. The constant value is negative, meaning that the variable values of cultural characteristics, commitment, and work stress are considered constant or equal to zero, so the employee's performance is decreasing. X1 coefficient value is 0.377. The value of the X1 coefficient is positive, meaning that the influence of cultural characteristics on employee performance is positive and quite strong. If the value of cultural characteristics is increasing, the employee's performance will be higher. The X2 coefficient value is 0.318. The value of the X2 coefficient is positive, meaning that the effect of commitment on employee performance is positive and quite strong. If the value of commitment increases, the employee's performance will be higher. The X3 coefficient value is 0.262. The value of the X3 coefficient is positive, meaning that the effect of work stress on employee performance is positive and quite strong. If the value of work stress increases, the employee's performance will be higher.

Test Statistics t

The results of the t statistical test can be seen in table 9, if the probability t value is less than 0.05 then Ha is accepted, and H0 is rejected, whereas if the probability t value is greater than 0.05 then H0 is accepted and Ha is rejected.

Hypothesis 1: Cultural characteristics affect the performance of permanent employees

The results of hypothesis testing 1 can be seen in table 9, the cultural characteristic variable has a significant level of 0.000. This indicates that cultural characteristics have a positive and significant effect on employee performance because the significance level of the cultural characteristic variable is less than 0.05. The results of this study are in accordance with previous research conducted by (Muhammad Ehan Asbianur, 2020) that cultural characteristics have a positive effect on employee performance. Likewise, research conducted by (Riska Pratiwi, 2019), where the cultural characteristic variable has a positive influence on employee performance.

Hypothesis 2: Commitment Affects Permanent Employee Performance

The results of the hypothesis 2 test can be seen in table 9, the commitment variable has a significant level of 0.001. This indicates that commitment has a positive and significant effect on performance because the significance level of the commitment variable is less than 0.05. These results are in accordance with previous research conducted by Iin Melindasari (2018) on the Effect of Commitment to Employee Performance at PT Federal International Finance (FIF) Gresik. Likewise, the research conducted by Gogy Bara Kharisma on the Effect of Commitment to the Performance of Setya Usaha Multipurpose Cooperative Employees in Jepara Regency.

Hypothesis 3: Job Stress Affects Permanent Employee Performance

The results of hypothesis testing 3 can be seen in table 9, the work stress variable has a significant level of 0.002. This indicates that work stress has a positive and significant effect on performance because the level of significance of the work stress variable is less than 0.05. The results of this study are in accordance with previous research conducted by Ahmad Fahri (2020) regarding the relationship between Job Stress and Employee Performance at PT XL Axiata TBK IT Division. Likewise, research was conducted by Junita Muhayati (2018) on Job Stress on Internal Auditor Performance at the Financial Services Authority (OJK).

F Statistic Test

Simultaneous testing is carried out using the F test to determine whether all independent variables in the model have an effect on the dependent variable being tested simultaneously. The following table 10 describes the results of the F statistical test.

Table 10. ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	563,876	3	193.254	52.145	.000b
	Residual	328,065	67	3.889		
	Total	891,941	70			

Source: Processed primary data, 2022

Table 10 shows that the results of the F statistical test between all independent variables on the dependent variable are as follows:

Hypothesis 4: Cultural Characteristics, Commitment, and Job Stress Affect Employee Performance

Based on the results of the F test in table 10, the calculated F value is 48.307 with a significance of 0.000. Because the significance level is smaller than 0.05, the regression model can be said that the characteristics of culture, commitment, and work stress have an influence on employee performance.

Coefficient of Determination Test (R²)

From the results of the coefficient of determination test that has been carried out, the following data can be obtained:

Table 11. Coefficient of Determination Test (R²)

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	0.811	0.658	0.644	1.82454

Source: Processed primary data, 2022

The small value of R² means that the ability of the independent variable to explain the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the dependent variable. Table 11 shows the Adjusted R Square value of 0.658 or 65.8%, this shows that the employee performance variable that can be explained by the variables of cultural characteristics, commitment, and work stress is 65.8%. While the remaining 0.342 or 34.2% is influenced by other variables

CONCLUSION

Based on the results of the research and discussion, it is concluded that the characteristics of culture, commitment, and work stress affect the performance of PT BSB Kalla Group's employees. Based on the data that has been collected and the tests that have been carried out on the problem using the multiple regression analysis methods, it was found that cultural characteristics variables had a significant effect on employee performance. Furthermore, commitment has a significant effect on employee performance. Job stress has a significant effect on employee performance. The variables of cultural characteristics, commitment, and work stress together have a significant effect on the performance of permanent employees. The results of this study can contribute to insight and understanding of things that can affect the performance of permanent employees. Based on this research, it is also hoped that PT BSB Kalla Group will consistently maintain good cultural characteristics for employees, be committed to

carrying out their duties and obligations, and pay close attention to the work stress conditions of an employee. This must be done so that employees are able to give their best contribution to the company through the achievement of their work performance.

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