

The influence of organizational culture, workload, and work stress on employee performance in a retail company

Didik Rahmadi*, Winda Widyanty

Management Study Program, Universitas Mercu Buana, Jakarta 11650, Indonesia

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Abstract

This present study aims to examine and analyze the influence of organizational culture, workload, and work stress on employee performance. The population of this study comprised 50 permanent employees of the retail company. The sample research method utilized the Saturation Sampling technique, which involved the participation of the entire population as respondents. This present study employs a quantitative descriptive approach, utilizing a survey method as the data collection technique, and a questionnaire as the research instrument with a five-point Likert scale. The analysis was conducted using SmartPLS (Partial Least Square) software. The findings of this study indicate that the organizational culture variable has a positive and significant effect on employee performance, workload has a negative and significant effect on employee performance, and work stress has a negative and significant effect on employee performance.

Keywords: Organizational culture; workload; work stress; employee performance

1. Introduction

Retail industry is a sector that plays a direct role in the distribution of goods and services from producers to final consumers. The development of the retail industry is influenced by the number of factors, including the growth of the middle class, urbanization, changing consumer lifestyles, and technological developments that have reshaped consumption patterns and retail channels (Ministry of Trade of the Republic of Indonesia, 2023; McKinsey & Company, 2014). In accordance with business scale, the categorization of retail businesses is as follows: small, medium, and large-scale enterprises (BPS-Statistics Indonesia, 2023). These differences in scale have implications for the complexity of operational and human resource management within companies.

The development of the retail industry in Indonesia has been dynamic. Despite the continued growth prospects of the retail industry, the Indonesian retail sector faces a challenging operating environment, characterized by declining purchasing power among consumers, escalating operating costs, and intensifying competition, particularly from digital retail channels (USDA Foreign Agricultural Service, 2025; Euromonitor International, 2025).

These conditions have the potential to exert pressure on the financial and operational aspects of companies and may also

have an impact on human resource management. In the context of mounting competition, retail companies are required to maintain employee performance, thereby facilitating the smooth functioning of their operational activities and customer services provisions.

Employee performance is an important aspect of achieving organizational goals. Employees with high levels of performance can contribute to productivity, service quality, and the continuity of organizational operations. Conversely, declining employee performance has the potential to hinder the achievement of organizational objectives. This phenomenon can be observed in a medium-scale retail business operating in Indonesia. As demonstrated in Table 1, an examination of internal records indicates a consistent decline in employee performance from 2022 to 2024.

Table 1. Employee performance data of the retail company, 2022–2024

Year	Average Employee Performance Results	Description
2022	87%	Good
2023	84%	Good
2024	82%	Good

Source: The retail company, 2024

Note: 60 – 70%: Poor; 71 – 80%: Pretty Good; 81 – 90%: Good; 91 – 100%: Excellent

The data indicates a consistent decline in performance from 2022 to 2024, suggesting that the retail company is facing

* Corresponding author.

Email: drdidik9@gmail.com

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challenges in sustaining optimal employee performance.

Previous studies have demonstrated mixed findings regarding the impact of organizational culture, workload, and work stress on employee performance. Several studies have identified a substantial positive correlation between organizational culture and employee performance (Mannan, 2021; Soldier et al., 2026). Conversely, other studies have reported no significant correlation between organizational culture and employee performance (Hafidzi et al., 2024; Wahjoedi, 2021; Firtria & Sulastri, 2019).

Similarly, workload and work stress have been identified to negatively affect employee performance (Fristy, 2022; Ekhsan & Septian, 2021). However, other studies have reported different findings, with workload demonstrating a positive but insignificant effect on employee performance and work stress exhibiting a negative but insignificant effect (Sudiarditha et al., 2019; Setiti & Paramarta, 2022).

Given the decline in employee performance observed at The retail company and the inconsistencies in previous research findings, the present study aims to examine the influence of organizational culture, workload, and work stress on employee performance. The research is expected to provide both theoretical contributions to the field of human resource management and practical recommendations for retail management to design effective strategies for improving employee performance.

2. Literature Review

2.1. Organizational culture

Organizational culture is defined as a set of values and behavioral norms that are collectively accepted and understood by all members of an organization as the basis for the rules of behavior applicable within a company in carrying out all employee-related activities (Sinambela & Sinambela, 2019). Meanwhile, according to Fahmi (2017), organizational culture is the result of a process of integrating the cultural styles and behaviors of each individual that they previously brought into a new set of norms and philosophy. This process creates energy and group pride in facing certain situations and achieving specific goals. Furthermore, Robbins and Judge (2022) define organizational culture as a system of shared meanings held by the members of an organization that distinguishes one organization from another. According to Robbins and Judge (2022), the dimensions of organizational culture include attention to detail, team orientation, and aggressiveness.

2.2. Workload

Workload can be defined as a process undertaken by an individual in completing the tasks of a job or group of positions under normal conditions and within a predetermined period (Nabawi, 2019, as cited in Hitimala & Tamalene, 2025). Meanwhile, Mahawati, et al. (2021) define workload as the capacity of tasks assigned to employees, both physically and psychologically, which become their responsibilities. Each task constitutes a workload for the person responsible for carrying it out, and every employee has different abilities to cope with their workload. Furthermore, Budiasa (2021) defines workload

as workers' perceptions of activities that must be completed within a certain period, as well as the efforts required to deal with problems encountered in their work. According to the research conducted by Budiasa (2021), the dimensions of workload can be categorized into two categories: physical workload and time workload.

2.3. Work stress

Work stress is a form of tension that causes an imbalance in an employee's psychological condition, which can affect their way of thinking, emotions, and personal condition (Supriyanto & Nadiyah, 2022). In contrast, Marlapa and Endri (2024) define work stress as a condition that affects an individual's physical or psychological state due to pressure originating from within or outside the individual, with the potential to interfere with work performance. In addition, Robbins and Judge (2022) define work stress as a dynamic condition in which individuals are confronted with opportunities, demands, or resources related to what they desire, while the outcome is perceived as uncertain yet important. According to Robbins and Judge (2022), the dimensions of work stress are psychological and physiological.

2.4. Employee performance

Employee performance is defined as a process of evaluating the tasks that constitute an employee's duties and responsibilities, which are recognized and executed by the employee within an organization (Syaifuddin, 2018). Meanwhile, Sinambela (2017) states that employee performance a determining factor in the effective completion of individual tasks, thereby contributing to the establishment of organizational performance. Furthermore, according to Afandi (2018), employee performance is the work result that can be achieved by an individual or group of people within an organization in accordance with their respective authority and responsibilities. According to Afandi (2018), the dimensions of employee performance are comprised of two factors: work results and work behavior.

Based on the literature review, Fig. 1 presents the conceptual model of this study, illustrating the proposed relationships among organizational culture, workload, work stress, and employee performance.

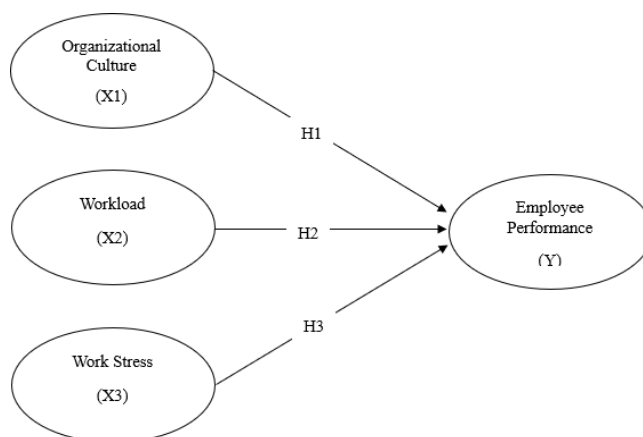


Fig. 1. Conceptual model
Source: Authors' conceptualization

Description:

1. Independent variables, whose value is not directly related to other values, are denoted by the symbol (X), among others:
X1: Organizational Culture
X2: Workload
X3: Work Stress
2. The dependent variable, defined as the variable whose value depends on other variables is denoted by the symbol (Y).
Y: Employee Performance

Based on the conceptual model, the following hypotheses were proposed:

- H1: Organizational culture has a positive and significant effect on employee *performance*.
H2: Workload has a negative and significant effect on employee performance.
H3: Work stress has a negative and significant effect on employee performance.

3. Method

This study was conducted in a medium-scale retail company in Indonesia from November 2025 to June 2026. The research employed a quantitative approach with a causal research design to examine the influence of the independent variables on the dependent variable based on the conceptual model. According to Sugiyono (2019), causal research is employed to examine cause-and-effect relationships. The respondents' attitudes, perceptions, and opinions towards the research object were measured using a five-point Likert scale. The population consisted of 50 permanent employees of the retail company. A saturated sampling technique was applied, whereby all 50 employees in the population were included as respondents (Sugiyono, 2019).

The conceptual model was subjected to testing and analysis using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. The PLS-SEM is considered an appropriate analytical method for studies involving relatively small sample sizes and complex predictive models (Ghozali & Kusumadewi, 2023).

4. Results and Discussion

4.1. Results

The study involved 50 respondents who were selected using a saturated sampling technique. The following section will provide an overview of the characteristics of the research sample. To this end, the respondents were described based on gender, age, educational background, and work tenure. The demographic characteristics of the respondents are presented in Table 2.

As demonstrated in Table 2, most respondents were male (74%), aged 20–30 years (80%) and had a senior high school or equivalent educational background (74%). In terms of work tenure, most respondents (64%) had worked for 1–5 years.

Table 2. Demographic characteristics of respondents

Demographic Characteristics	Category	Frequency	Percentage
Gender	Male	37	74%
	Female	13	26%
	Total	50	100%
Age	20–30 years	40	80%
	31–40 years	7	14%
	41–50 years	3	6%
	Total	50	100%
Education	Senior High School/ Equivalent	37	74%
	Diploma	3	6%
	Bachelor's Degree	9	18%
	Other	1	2%
	Total	50	100%
Work Tenure	1–5 years	32	64%
	6–10 years	18	36%
	Total	50	100%

4.1.1 Outer model

A. Convergent validity

Convergent validity testing was conducted to evaluate the validity of each construct using PLS. The validity of an indicator is contingent upon the attainment of an outer loading value greater than 0.70 (Ghozali & Kusumadewi, 2023). This study initially utilized a total of 27 indicators prior to the modification of the model. Based on the correlation output between each indicator and its construct, several indicators, BO3, BK5, SK3, and KK4, exhibited factor loadings below 0.70. Consequently, these indicators were deemed unsuitable for inclusion in the model. The convergent validity results after model modification are presented in Table 3.

Table 3. Convergent validity test results (modification)

Variable	Indicator	Outer Loading
Organizational Culture	BO1	0.830
	BO2	0.789
	BO4	0.807
	BO5	0.731
	BO6	0.829
	BO7	0.772
	BO8	0.805
	BO9	0.821
Workload	BK1	0.883
	BK2	0.838
	BK3	0.780
	BK4	0.871
	BK6	0.856
Work Stress	SK1	0.809
	SK2	0.867
	SK4	0.841
	SK5	0.789
	SK6	0.811
Employee Performance	KK1	0.736
	KK2	0.794
	KK3	0.895
	KK5	0.795
	KK6	0.779

Source: Output PLS, 2026

Fig. 2 illustrates the outer loading values of the retained indicators. model modification

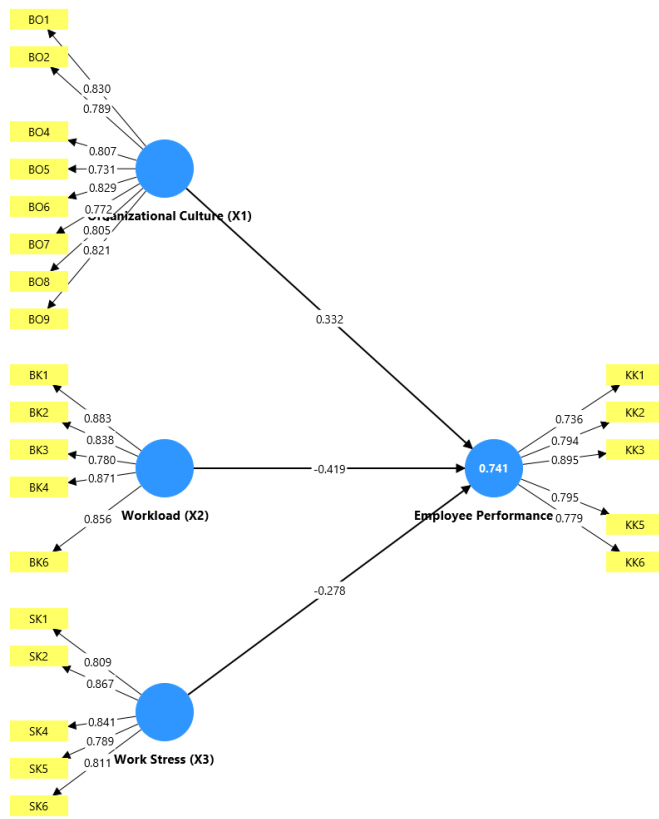


Fig. 2. Convergent validity test results (modification)
Source: Output PLS, 2026

B. Discriminant validity

Discriminant validity is a test of the validity of a model. In discriminant validity testing, cross-loading values and the square root of the Average Variance Extracted (AVE) can be utilized to evaluate the empiric distinctiveness of a construct from other constructs (Ghozali & Kusumadewi, 2023). An indicator is deemed to be discriminately valid when its loading on the construct being measured exceeds its loading on other constructs. The results of the discriminant validity test based on cross-loading values are presented in Table 4.

Referring to Table 4, it is evident that the value of each variable generates the maximum cross-loading value when the variables are compared. Discriminant validity can also be tested through the Average Variance Extracted (AVE) value, with the $AVE > 0.50$ criterion (Ghozali & Kusumadewi, 2023). The findings indicate that all variables meet this criterion, thereby validating their use. In addition, the Fornell-Larcker criterion method is utilized in the assessment of discriminant validity.

Another method for assessing discriminant validity is the Fornell–Larcker criterion, which compares the square root of the AVE for each construct with its correlations with other constructs. A construct is considered to have adequate discriminant validity when the square root of its AVE exceeds its correlations with the other constructs. The results of the Fornell–Larcker criterion are presented in Table 5.

Table 4. Discriminant validity test results (cross loading)

	Employee Performance	Organizational Culture	Workload	Work Stress
KK1	0.736	0.579	-0.617	-0.555
KK2	0.794	0.618	-0.594	-0.405
KK3	0.895	0.632	-0.696	-0.593
KK5	0.795	0.601	-0.516	-0.499
KK6	0.779	0.475	-0.603	-0.553
BO1	0.565	0.830	-0.508	-0.387
BO2	0.593	0.789	-0.597	-0.364
BO4	0.636	0.807	-0.459	-0.466
BO5	0.577	0.731	-0.489	-0.392
BO6	0.515	0.829	-0.413	-0.435
BO7	0.474	0.772	-0.346	-0.318
BO8	0.626	0.805	-0.525	-0.510
BO9	0.614	0.821	-0.507	-0.319
BK1	-0.680	-0.446	0.883	0.404
BK2	-0.664	-0.530	0.838	0.485
BK3	-0.499	-0.418	0.780	0.365
BK4	-0.668	-0.537	0.871	0.456
BK6	-0.674	-0.624	0.856	0.388
SK1	-0.613	-0.389	0.365	0.809
SK2	-0.525	-0.445	0.436	0.867
SK3	-0.528	-0.494	0.358	0.841
SK5	-0.485	-0.419	0.444	0.789
SK6	-0.521	-0.328	0.454	0.811

Source: Output PLS, 2026

Table 5. Fornell–Larcker criterion test result

	Employee Performance	Organizational Culture	Workload	Work Stress
EP	0.802			
PC	0.726	0.779		
WL	-0.759	-0.607	0.846	
WS	-0.653	-0.503	0.497	0.824

Source: Output PLS, 2026

As demonstrated in Table 5, the value of each construct is higher than the correlation of other constructs, thus indicating that discriminant validity is adequate and fulfils the Fornell-Larcker criteria.

C. Cronbach's alpha and composite reliability

Reliability testing was conducted using Cronbach's Alpha and Composite Reliability to assess the internal consistency of the indicators measuring each construct. The reliability of the construction is determined by the Cronbach's Alpha and Composite Reliability values, which must exceed 0.70 to be considered reliable (Ghozali & Kusumadewi, 2023). The results of the reliability test are presented in Table 6.

Table 6 Reliability test results

Variable	Cronbach's Alpha	Composite Reliability	Description
Employee Performance	0.859	0.899	Reliable
Organizational Culture	0.919	0.934	Reliable
Workload	0.901	0.927	Reliable
Work Stress	0.881	0.913	Reliable

Source: Output PLS, 2026

As demonstrated in Table 6 above, Cronbach's Alpha and Composite Reliability exhibit values greater than 0.70. Consequently, the findings of the present study's testing of all latent variables in this study are declared reliable.

4.1.2. Inner model

A. Hypothesis test results

The level of significance can be assessed using the bootstrapping technique by referring to the T-statistic value, which must be greater than 1.96 (Ghozali & Kusumadewi, 2023). In addition to the T-statistic value, the level of significance can be determined by assessing the P-value. This is a key step to determine the significance of the relationship between variables. A relationship is considered significant if the P-value is less than 0.05, thereby indicating that the hypothesis is supported. Conversely, if the P-value is greater than 0.05, the hypothesis is not supported (Hair et al., 2022). The results of the hypothesis testing are presented in Table 7.

Table 7. Hypothesis test results

Variable	Original Sample	T-Statistic	P-Value	Description
Organizational Culture => Employee Performance	0.332	2.837	0.005	Significant Positive
Workload => Employee Performance	-0.419	3.668	0.000	Significant Negative
Work Stress => Employee Performance	-0.278	2.675	0.008	Significant Negative

Source: Output PLS, 2026

The bootstrapping procedure was conducted to assess the significance of the hypothesized relationships between the constructs. The bootstrapping results, incorporating the estimated path coefficients and T-statistic values, are illustrated in Fig. 3.

4.2. Discussion

4.2.1. The influence of organizational culture on employee performance

Based on the results of the hypothesis test in this study, a t-statistic value of 2.837, the original sample value was established as 0.332, and a p-value was calculated to be 0.005. The t-statistic value is greater than the table value of 1.96, the original sample value is positive, and the p-value is below 0.05. Therefore, it can be concluded that organizational culture has a positive and significant effect on employee performance.

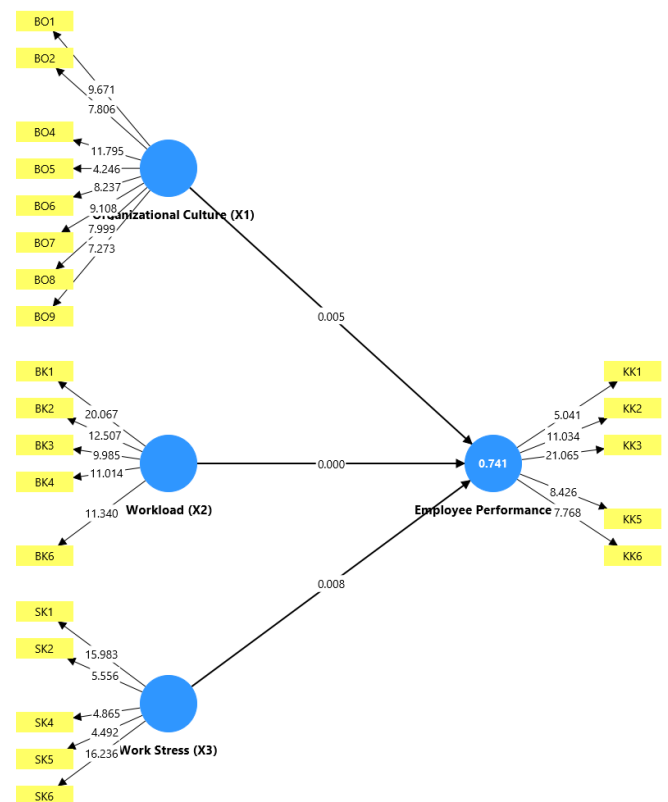


Fig. 3. Bootstrapping

Source: Output PLS, 2026

This finding indicates that the retail company must implement a robust organizational culture, thereby enhancing the performance of its employees. Cultures such as attention to detail, team orientation, and aggressiveness have a tangible impact on the improvement of employee performance.

These results align with the findings of research conducted by Mannan (2021) and Soldier *et al.* (2026), which demonstrate that organizational culture has a positive and significant influence on employee performance.

4.2.2. The influence of workload on employee performance

Based on the results of the hypothesis test in this present study, the t-statistic value was determined to be 3.668, the original sample value was found to be -0.419, and the p-value was established as 0.000. The t-statistic value is greater than the table value of 1.96, the original sample value is negative, and the p-value is below 0.05. Therefore, it can be concluded that workload has a negative and significant effect on employee performance.

This finding indicates that the higher the workload borne by employees at the retail company, the lower their performance level. It is evident that an excessive physical and time demand have a negative impact on employee performance.

These results align with the findings of research conducted by Fristy (2022) and Dwiyantri & Santoso (2026), which states that workload has a negative and significant effect on employee performance.

4.2.3. The influence of work stress on employee performance

Based on the results of the hypothesis test in the present study, the t-statistic was determined to be 2.675, the original

sample value was established as -0.278, and the p-value was recorded as 0.008. The t-statistic value is greater than the table value of 1.96, the original sample value is negative, and the p-value is below 0.05. Therefore, it can be concluded that work stress has a negative and significant effect on employee performance.

This finding indicates that the higher the level of work stress experienced by employees at retail companies, the lower their performance. Psychological and physiological pressures can affect employee performance.

These results are consistent with the findings of studies conducted by Ekhsan & Septian (2021); Harahap & Qarni (2026), which demonstrate that work stress has a negative and significant effect on employee performance.

5. Conclusion

5.1. Conclusion

1. The results of the study allow the following conclusions to be drawn. Organizational culture has a positive and significant effect on employee performance. The better the organizational culture implemented by management, the higher the performance of employees.
2. Workload has a negative and significant effect on employee performance. The higher the workload received by employees, the lower the level of performance achieved.
3. Work stress has a negative and significant effect on employee performance. The higher the level of stress experienced by employees, the lower the level of performance achieved.

5.2. Suggestion

Based on the findings of the study, the researchers can propose several suggestions, though it should be noted that this study still has limitations.

5.2.1. Practical suggestion

Based on the research findings regarding the organizational culture variable, indicator BO5 yielded the lowest value in the bootstrapping analysis. This finding indicates that some employees have not yet fully adopted the practice of mutual assistance when completing shared tasks. Consequently, it is recommended that the management of the retail company consider ways to strengthen the culture of teamwork, for instance, by providing training on teamwork and interpersonal communication to ensure that employees possess the understanding and skills required to collaborate effectively. Furthermore, regarding the workload variable, indicator BK3 demonstrated the lowest value, indicating that some employees face demanding schedules and limited break times. Therefore, it is suggested that the retail company management map out workload volumes per shift distinguishing between peak and off-peak hours and adjust staffing levels proportionally. Additionally, it is important to ensure the consistent implementation of the mandatory minimum one-hour break per eight-hour shift, as outlined in Article 79 of Manpower Law No. 13/2003. This measure is pivotal to maintaining a balance

between workload and employee recovery time, thereby fostering sustained performance improvement. Finally, regarding the work stress variable, indicator SK3 also recorded the lowest value, suggesting that some employees are experiencing a sense of boredom with their assigned tasks. Thus, the retail company management is advised to foster a supportive work environment, for example, by enhancing communication between supervisors and employees, providing clear work instructions, and offering support when employees encounter difficulties in their work.

5.2.2. Academic suggestion

This present study has limitations as the variables of organizational culture, workload, and work stress can only explain 74.1% of employee performance, with the remaining 25.9% being influenced by other factors that have not been studied. Therefore, it is recommended that future researchers expand the sample, adding variables such as job satisfaction, organizational commitment, compensation, work environment, transformational leadership, training, and motivation. Furthermore, this study did not conduct a Common Method Bias (CMB) test. It is therefore recommended that future researchers perform such a test using Harman's Single Factor Test or the Full Collinearity Test (VIF). This will ensure that the findings are not influenced by measurement method bias.

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