

The Effect of Workload on Employee Loyalty with Job Stress as a Moderating Variable at the Department of Manpower, Cooperatives, and Small and Medium Enterprises of Serdang Bedagai Regency

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ABSTRACT

This study examines the effect of workload on employee loyalty, with job stress as a moderating variable, at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency, Indonesia. A quantitative research design was employed using primary data collected from 35 civil servants through structured questionnaires using a Likert scale. Data were analysed using Structural Equation Modeling Partial Least Squares with Smart PLS version 3.0. The measurement model was evaluated through convergent validity, discriminant validity, composite reliability, and Average Variance Extracted, all of which met the recommended threshold values. The structural model demonstrated strong explanatory power, with an R square value of 0.852 for employee loyalty. The findings indicate that workload has a positive and significant effect on employee loyalty. Job stress also shows a significant direct effect on employee loyalty; however, it does not function as a moderating variable in the relationship between workload and employee loyalty. This indicates that job stress neither strengthens nor weakens the effect of workload on loyalty. The study concludes that employee loyalty in public sector institutions is influenced more by structural and normative factors such as job security and organizational commitment rather than psychological conditions alone. Therefore, public organizations are encouraged to implement proportional workload management and comprehensive human resource policies to enhance sustainable employee loyalty.

Introduction

In public sector organizations, employee loyalty is one of the crucial factors determining the success of institutional goal achievement. Employee loyalty reflects commitment, attachment, and willingness to work consistently for organizational advancement (Mohammad Ridwan, R. Ery W.A. Santosa, Sulistyo Suharto, 2023).

Employees with high levels of loyalty tend to demonstrate optimal performance, discipline, and a strong intention to remain within the institution for a long period (Mangkunegara, 2017). Within the context of local government institutions, including the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency, employee loyalty plays a key role in delivering high quality public services. This condition is consistent with findings in the business sector, where reliable technology utilization and adequate work environment support have been shown to significantly influence user behavior and decision making. Therefore, improving the quality of technological systems and providing representative work facilities within local government environments also have the potential to strengthen employee loyalty and enhance the effectiveness and quality of public services in a sustainable manner (Muharram et al., 2023).

However, employee loyalty cannot be separated from the workload borne by employees. Workload reflects the extent to which tasks, responsibilities, and work pressure are assigned to employees in carrying out their duties (Chandra et al., 2021). A workload that is aligned with employee capacity can enhance professionalism, but excessive workload may reduce loyalty by causing fatigue and job burnout (Yulianto et al., 2023). Previous studies have also shown that high workload can increase turnover intention and reduce organizational loyalty (Rahmawati & Nurhadian, 2023).

In addition, indications of declining employee loyalty have begun to emerge in the implementation of duties at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency. Based on preliminary observations and informal interviews with several employees, there is a tendency toward decreased work motivation, as indicated by increased absenteeism, delays in task completion, and low initiative in carrying out both administrative and public service responsibilities. Employees also reported an imbalance between continuously increasing job demands and the availability of supporting resources, such as personnel numbers, technological facilities, and proportional task distribution (Narcy-Combes, 2003). This condition indicates that employee loyalty is experiencing pressure due to increasingly complex work dynamics. These field findings are in line with reports from the National Civil Service Agency (Badan Kepegawaian Negara, 2022), which identified that increased administrative workload without optimal organizational support is one of the contributing factors to declining civil servant loyalty across various government institutions.

Problems related to employee loyalty are further reinforced by indications of increasing employee intentions to transfer units or apply for job mutations over the past two years. Based on internal personnel document reviews, several employees stated that the perceived workload was excessively heavy and not proportional to the rewards, recognition, or career development opportunities received, thereby generating a desire to seek a more stable and supportive work environment. This phenomenon emphasizes that employee loyalty is influenced not only by emotional aspects but also by perceptions of organizational justice, workload balance, and work environment quality. These findings

are consistent with Rahmawati and Nurhadian (2023), who found that poorly managed workload can trigger turnover intention and reduce employee loyalty in public organizations. Such conditions are of particular concern because declining loyalty can negatively affect public service effectiveness, program continuity, and overall organizational performance stability (Sugiarto et al., n.d.).

On the other hand, job stress plays an important role as a factor that can strengthen or weaken the effect of workload on employee loyalty. Job stress is a psychological condition that arises when job demands exceed an individual's resources or capacity to cope (Tucunan et al., 2014). In government organizations, job stress often emerges due to tight work deadlines, excessive administrative workload, and complex bureaucratic dynamics (Sağbaşı & Erdoğan, 2022). High levels of job stress can reduce motivation and ultimately erode employee loyalty toward the institution (Hidayatullah & Tjahjawati, 2018).

Previous studies indicate that job stress can function as a moderating variable that weakens the relationship between workload and employee loyalty (Handoko & Setiawan, 2021). This suggests that when workload increases, employee loyalty does not necessarily decline if job stress is well managed. Conversely, when job stress is uncontrolled, excessive workload further exacerbates the decline in employee loyalty (Juknevičienė et al., 2025). Therefore, it is important to examine how job stress moderates the relationship between workload and employee loyalty, particularly within government institutions.

The Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency is a public institution with strategic responsibilities in public service delivery, especially in the fields of labor affairs and community economic development. Bureaucratic conditions that demand service speed and involve high job complexity can generate significant workload pressure. If workload is not managed effectively, employees may experience increased job stress, which ultimately reduces loyalty (Lusiani et al., 2020). This situation directly affects the quality of public services provided to the community (Surya & Mesra, 2025).

Accordingly, this study is relevant in examining the effect of workload on employee loyalty while considering job stress as a moderating variable. The findings are expected to contribute theoretically to the development of human resource management literature and practically to government institutions in formulating workload management strategies and job stress interventions aimed at enhancing employee loyalty.

Method

The research approach employed in this study is a quantitative associative design, which aims to examine the relationships between two or more variables (Sugiyono, 2021). This approach is appropriate for identifying causal and correlational relationships among variables. In this study, workload is treated as the exogenous variable, employee loyalty as the endogenous variable, and job stress as the moderating variable (Sugiarto et al., 2024).

The selection of these variables is based on their theoretical relevance to human resource management in public sector organizations.

This research was conducted at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency, which is located at Jalan Medan–Tebing Tinggi, Firdaus, Sei Rampah District, Serdang Bedagai Regency, North Sumatra, Indonesia (postal code 20995). The research was carried out over a six-month period, from March 2025 to August 2025, to ensure sufficient time for data collection, processing, and analysis.

Population refers to a generalized area consisting of objects or subjects with specific qualities and characteristics determined by the researcher for analysis and conclusion drawing (Sugiyono, 2021). The population in this study comprised all civil servants working at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency, totaling 35 employees. Given the relatively small population size, this study employed a saturated sampling technique, in which all members of the population were included as research respondents. Consequently, the sample size was identical to the population, consisting of 35 civil servants.

Workload is defined as a set of tasks or duties that require employees' abilities, skills, and responsibilities according to their assigned positions. An imbalance in workload, whether excessive or insufficient, may result in inefficiency and decreased work productivity (Egawati & Aryani, 2022). Workload is measured through indicators including the number of tasks, task complexity, time pressure, job responsibility, and working conditions. Job stress refers to a psychological condition arising from an imbalance between workload demands, available time, and employees' capacity to complete assigned tasks. This condition may negatively affect both physical and psychological health and ultimately influence work productivity (Rizky & Apreyani, 2025). Job stress is measured using physiological, psychological, and behavioral symptoms. Employee loyalty is defined as employees' commitment and faithfulness to the organization, reflected in positive attitudes, compliance with organizational rules, and willingness to dedicate efforts toward organizational success (Zulkarnaen et al., 2021). Indicators of employee loyalty include compliance with organizational regulations, willingness to work beyond formal duties, long-term commitment, a sense of belonging, and organizational support.

The data analysis technique applied in this study is quantitative data analysis. The analysis was conducted using Structural Equation Modeling based on Partial Least Squares through SmartPLS software version 3.3.3. This method was selected due to its suitability for predictive analysis and its ability to handle small sample sizes and complex models.

The evaluation of the measurement model, or outer model, involved validity and reliability testing. Validity testing was conducted to assess whether questionnaire items were capable of accurately measuring the intended constructs. All indicators across variables were subjected to validity testing. Reliability testing was carried out to evaluate

the consistency and dependability of the measurement instruments. Reliability was assessed using Cronbach's alpha and composite reliability values. According to Hair et al. (2020), Cronbach's alpha and composite reliability values greater than 0.70 indicate satisfactory reliability.

The structural model, or inner model, was evaluated to examine the relationships between exogenous and endogenous constructs as hypothesized in the study (Sekaran et al., 2021). Bootstrapping procedures in SmartPLS were applied to generate statistical estimates for hypothesis testing. The structural model was assessed using the coefficient of determination (R square) to measure explanatory power, the Stone–Geisser Q square test to evaluate predictive relevance, and t statistics to determine the significance of structural path coefficients (Ulum et al., 2014; Furadantin, 2018). A Q square value greater than zero indicates adequate predictive relevance. Hypotheses were considered supported if the t statistic exceeded the critical value of 1.96 at a 5 percent significance level (Furadantin, 2018). Path coefficient analysis was used to determine the direction of relationships between variables, where values between zero and one indicate positive relationships and values between zero and negative one indicate negative relationships. Model fit was evaluated using the Normed Fit Index, with values closer to one indicating a better fit between the proposed model and the empirical data (Furadantin, 2018).

Results and Discussion

The evaluation of the outer model in this study was conducted using the algorithm analysis in SmartPLS software version 3.0. This procedure aimed to assess the validity and reliability of the measurement indicators through outer loading values, ensuring that the constructs met the required standards for convergent validity, discriminant validity, and reliability.

Convergent Validity

Convergent validity in reflective measurement models is evaluated by examining the relationship between indicator values and their respective latent constructs. An indicator is considered valid if it has an outer loading value greater than 0.70. However, in exploratory or developmental research, outer loading values ranging from 0.50 to 0.60 may still be acceptable. Based on the results of the outer loading analysis, several indicators initially showed values below 0.60 and were statistically insignificant. Therefore, only indicators that met the validity criteria were retained and are presented in Table 1.

Table 1. Outer Loading

Indicator	Outer Loading	Remark
Workload (X1)		G
BK1	0.750	Valid
BK2	0.834	Valid
BK3	0.855	Valid
BK4	0.850	Valid
BK5	0.827	Valid
Job Stress (Z)		Valid
SK1	0.909	Valid
SK2	0.839	Valid
SK3	0.818	Valid
Employee Loyalty (Y)		Valid
LP1	0.746	Valid
LP2	0.867	Valid
LP3	0.780	Valid
LP4	0.882	Valid
LP5	0.774	Valid

Source: Output Smart PLS, 2025

The results indicate that all retained indicators have outer loading values exceeding the minimum threshold of 0.70. This finding confirms that each indicator adequately reflects its corresponding construct and fulfills the criteria for convergent validity, making them suitable for further structural model analysis.

For the Workload variable, indicators BK1 through BK5 show outer loading values ranging from 0.750 to 0.855. These values demonstrate a strong correlation between the indicators and the workload construct, indicating that all indicators validly measure employees perceptions of workload.

Regarding Job Stress as the moderating variable, indicators SK1 through SK3 exhibit outer loading values between 0.818 and 0.909. These results reflect a very strong relationship between the indicators and the job stress construct, suggesting that the indicators effectively capture employees job stress conditions.

Similarly, the Employee Loyalty variable shows outer loading values ranging from 0.746 to 0.882 for indicators LP1 to LP5. All values exceed the recommended threshold, indicating that the indicators have strong convergent validity and appropriately represent employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency.

Overall, the convergent validity assessment confirms that all indicators in the measurement model are valid and appropriate for subsequent SEM-PLS analysis.

Discriminant Validity

Discriminant validity was assessed to ensure that each indicator distinctly measures its intended construct and does not overlap excessively with other constructs. This

assessment was conducted using cross loading values, where an indicator must have a higher loading on its associated construct than on other constructs.

Table 2. Discriminant Validity

Indicator	Workload (X)	Employee Loyalty (Y)	Job Stress (Z)
BK1	0.750	0.673	0.786
BK2	0.837	0.835	0.775
BK3	0.855	0.719	0.737
BK4	0.850	0.780	0.689
BK5	0.827	0.687	0.716
LP1	0.759	0.796	0.799
LP2	0.700	0.867	0.796
LP3	0.850	0.880	0.689
LP4	0.704	0.882	0.756
LP5	0.602	0.774	0.544
SK1	0.892	0.823	0.909
SK2	0.773	0.659	0.839
SK3	0.639	0.798	0.818

Source: Output Smart PLS, 2025

The results show that indicators BK1 to BK5 have the highest loading values on the Workload construct compared to Employee Loyalty and Job Stress. This indicates that the workload indicators accurately represent their intended construct.

Similarly, indicators LP1 to LP5 exhibit the highest loading values on the Employee Loyalty construct, confirming that these indicators are more strongly associated with employee loyalty than with other variables.

For the Job Stress construct, indicators SK1, SK2, and SK3 show the highest loading values on job stress compared to other constructs. This finding demonstrates that the job stress indicators clearly distinguish the job stress construct from workload and employee loyalty.

Thus, based on the cross loading analysis, all constructs meet the criteria for discriminant validity, indicating that each variable in the model measures a distinct concept.

Construct Reliability and Validity

Reliability testing was conducted using Cronbach Alpha, rho_A, and Composite Reliability values. A construct is considered reliable if these values exceed 0.70. Convergent validity was further assessed using the Average Variance Extracted, where values above 0.50 indicate adequate validity.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Workload (X)	0.882	0.886	0.913	0.679
Employee Loyalty (Y)	0.869	0.873	0.906	0.658
Job Stress (Z)	0.817	0.826	0.891	0.733

Source: Output Smart PLS, 2025

The results demonstrate that all constructs meet the required reliability and validity criteria. The Workload construct shows high internal consistency with Cronbach Alpha of 0.882 and Composite Reliability of 0.913, while its AVE value of 0.679 confirms strong convergent validity.

Employee Loyalty also demonstrates excellent reliability with Cronbach Alpha of 0.869 and Composite Reliability of 0.906, and an AVE value of 0.658, indicating that the indicators sufficiently represent the construct.

Job Stress exhibits strong reliability and validity, with Cronbach Alpha of 0.817, Composite Reliability of 0.891, and an AVE value of 0.733. This indicates that the job stress construct explains a substantial proportion of variance in its indicators.

Therefore, the measurement model is confirmed to be both reliable and valid and is suitable for structural model evaluation.

Evaluation of the Structural Model (Inner Model)

The structural model evaluation was conducted to assess the strength and accuracy of the relationships among the latent constructs. This evaluation included the coefficient of determination, goodness of fit, and hypothesis testing.

Coefficient of Determination

The coefficient of determination was examined to assess the explanatory power of the independent variables on the dependent variable. The R square value for Employee Loyalty is 0.852, with an adjusted R square of 0.838. This indicates that workload and job stress together explain 83.8 percent of the variance in employee loyalty, which represents a very strong explanatory power.

Table 4. R Square Result

Variable	R Square	R Square Adjusted
Employee Loyalty (Y)	0.852	0.838

Source: Output Smart PLS, 2025

This high R square value suggests that workload and job stress play a substantial role in influencing employee loyalty. However, the remaining 16.2 percent of variance is explained by other factors not included in the model, such as job satisfaction, organizational commitment, reward systems, work environment, and individual characteristics.

Goodness of Fit

Model fit was evaluated using several indices, including SRMR and Normed Fit Index. The SRMR values for both the saturated and estimated models are slightly above the ideal threshold but remain acceptable within SEM-PLS analysis, particularly for complex and exploratory models.

Table 5. Fit Model

	Saturated Model	Estimated Model
SRMR	0.130	0.128
d_ULS	1.527	1.496
d_G	2,322	2,322
Chi-Square	761,446	761,446
NFI	0,819	0,819

Source: Output Smart PLS, 2025

The Normed Fit Index value of 0.819 indicates an adequate level of model fit, as it approaches the recommended minimum value of 0.80. Overall, these results suggest that the structural model has an acceptable level of fit and is appropriate for hypothesis testing.

Hypothesis Testing Results

Hypothesis testing was conducted based on T statistics and P values. A hypothesis is accepted if the T statistic exceeds 1.96 and the P value is below 0.05.

The results show that workload has a positive and statistically significant relationship with employee loyalty. However, despite this statistical significance, the hypothesis was rejected, indicating that workload alone is not a consistent or dominant determinant of employee loyalty in the research context.

Table 6. Path Coefficients

No.	Relationship Between Variables	Original Sample (O)	Sample Mean (M)	Std. Deviation	T-Statistics	P-Values	Decision
H1	Workload (X) → Employee Loyalty (Y)	0.477	0.489	0.214	2.223	0.033	Rejected
H2	Moderating Effect → Employee Loyalty (Y)	-0.085	-0.050	0.184	0.465	0.645	Rejected
H3	Job Stress (Z) → Employee Loyalty (Y)	0.511	0.492	0.234	2.184	0.036	Rejected

Source: Output Smart PLS, 2025

The moderating effect of job stress on the relationship between workload and employee loyalty was not significant. This finding indicates that job stress does not strengthen or weaken the influence of workload on employee loyalty.

Furthermore, although job stress shows a statistically significant relationship with employee loyalty, it was not accepted as a strong direct predictor of loyalty. This suggests that job stress does not consistently determine employee loyalty in this organizational setting.

Discussion

The findings indicate that workload has a positive relationship with employee loyalty; however, this relationship is not strong enough to consistently explain loyalty. In the context of a public sector organization, high workload tends to be perceived as a structural obligation rather than a motivational factor, leading employees to perform their duties out of administrative responsibility rather than intrinsic loyalty.

The absence of a moderating effect of job stress suggests that stress levels among employees are relatively homogeneous or have become normalized within the organizational environment. Employees may have developed coping mechanisms that reduce the impact of stress on their attitudes toward loyalty.

Additionally, the limited direct effect of job stress on employee loyalty highlights that loyalty in the public sector is shaped more by structural and normative factors such as job security, employment status, organizational culture, leadership, and career stability.

Overall, the study confirms that employee loyalty is a multidimensional construct that cannot be explained solely by workload and job stress. Enhancing employee loyalty therefore requires a holistic approach that prioritizes fairness, employee well-being, organizational support, and a positive work climate.

Conclusion

Based on the results of the analysis and discussion, it can be concluded that workload is related to employee loyalty; however, this relationship does not demonstrate a strong role in shaping employee loyalty comprehensively. This finding indicates that a high workload does not automatically lead to increased employee loyalty, particularly within the context of public sector organizations, where workload is often perceived as part of structural and administrative obligations.

The findings also show that job stress does not function as a moderating variable in the relationship between workload and employee loyalty. This suggests that job stress neither strengthens nor weakens the effect of workload on employee loyalty. Such a condition reflects employees' adaptation to relatively stable work pressures, whereby job stress does not become a decisive factor in the formation of loyalty.

Furthermore, job stress does not directly and comprehensively explain employee loyalty. Employee loyalty at the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency appears to be more strongly influenced by other organizational factors, such as job stability, certainty of employment status, and normative commitment to the institution. Therefore, employee loyalty is a multidimensional construct that cannot be adequately explained solely by workload and job stress.

Based on the research findings and conclusions, several recommendations are proposed as follows.

First, the Department of Manpower, Cooperatives, Small and Medium Enterprises of Serdang Bedagai Regency is advised to manage workload in a more proportional and measurable manner to prevent excessive work fatigue while maintaining employee loyalty.

Second, the organization should strengthen organizational support through improved internal communication, clearer task distribution, and the provision of recognition and appreciation for employee performance in order to create a conducive and sustainable work environment.

Third, management is expected not only to focus on controlling job stress but also to pay greater attention to other factors that contribute to employee loyalty, such as job satisfaction, organizational commitment, and opportunities for career development.

Fourth, policies for human resource development oriented toward balancing work demands and employee well-being are needed to ensure that employees maintain a high level of attachment to the organization.

Finally, future research is recommended to expand the research model by incorporating other relevant variables and employing more diverse methodological approaches, such as qualitative or mixed-methods designs, in order to obtain more comprehensive and in-depth findings.

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