

## **ANALYSIS OF THE INFLUENCE OF WORK DISCIPLINE, PERFORMANCE ALLOWANCES, WORK CONFLICT AND WORKLOAD ON EMPLOYEE PERFORMANCE AT THE BALAI OF THE MINISTRY OF PUBLIC WORKS AND PUBLIC HOUSING JAYAPURA REGION**

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### **ABSTRACT**

This study aims to analyze the effect of work discipline, performance allowances, work conflict, and workload on employee performance at the Jayapura Region Hall of the Ministry of Public Works and Public Housing with a sample of 50 respondents. Data collection methods using questionnaires and interviews. The analysis method used is multiple linear analysis and t-test. The results of this study indicate that work discipline and performance allowances have a significant effect on employee performance, while work conflict and workload do not have a significant effect on employee performance at the Balai of the Ministry of Public Works and Public Housing Jayapura Region. The results of this study are expected to be a reference and insight for organizational management in designing human resource development strategies and improving employee performance. In addition, this research also contributes to further research in the field of human resource management and understanding the factors that affect employee performance.

**Keywords:** work discipline, performance allowance, work conflict, workload

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## **INTRODUCTION**

Human Resources are the key to organizational success. Through investment in quality Human Resources, skill development, and good leadership, organizations can achieve optimal performance, maintain competitiveness, and create long-term value. Competent, motivated, and engaged Human Resources is an invaluable asset for any organization that wants to achieve success.

The Ministry of Public Works and Public Housing is a government agency that has a main focus on the management and development of public infrastructure and housing in Indonesia. To support sustainable infrastructure development, the Ministry of Public Works and Public Housing is also responsible for developing Human Resources for the State Civil Apparatus of the Ministry of Public Works and Public Housing through the Competency Development Center under the Human Resources Development Agency of the Ministry of Public Works and Public Housing which is spread across all provinces in Indonesia, including Jayapura, Papua Province.

Based on the data, the level of employee discipline fluctuates and there is still data on employee tardiness, especially in 2021 (during the pandemic) the percentage of employee tardiness has increased. The performance allowance given to employees (ASN) at the Ministry of PUPR is adjusted to the class of position, level of discipline, and work contribution. The level of attendance discipline and work contribution of several ASNs has so far not been optimal so there are still performance allowances being deducted from the total that should be received. Based on observations, conflicts that occur in organizations in general are conflicts

between fellow officers and hierarchical organizational conflicts (between superiors and subordinates). Conflicts arise such as differences of opinion, poor communication, or inequality in assignments and rewards. As a result, it creates tension in the work atmosphere and disrupts team collaboration. In addition, there is an excessive workload due to high work demands with limited sufficient resources to complete assigned tasks. If work discipline, performance allowances, work conflict, and workload provide positive results, it will be easier for the organization to manage employees to improve their performance (Mochtar & Nanis Susanti, 2022). With good work discipline, employees tend to be more efficient and consistent in carrying out their duties because they are more focused and on time. Fair and adequate performance allowances can increase employee motivation, meaning that there is an appreciation for performance given, thus encouraging them to perform harder and smarter. Some work conflicts can be beneficial because they can generate new ideas and encourage critical thinking. Well-managed conflict can strengthen team relationships at work (Hendrasti et al., 2022).

Workloads that are appropriate to employee abilities can encourage professional growth and task mastery, thereby improving employee skills and performance. Research conducted by Widyastuti, (2010) states that work discipline has a significant effect on employee performance at the Serang Pilot State Treasury Services Office (KPPN), Banten Province. These results are in line with research by Rahmat & Kadir, (2018) which states that work discipline has a positive and significant effect on the performance of Pahuwato Regency officials. The same results were also presented by Wairooy, (2017); Wattimury et al., (2017) that work discipline affects employee or employee performance. Apart from that, there is also research that states conflicting results, namely by Satedjo & Kempa, (2017) which states that work discipline has no significant effect on employee performance, and even research results by Herlina, (2019) state that work discipline hurts performance. employee. The results of research by Rahmat & Kadir, (2018) state that regional performance allowances have a positive and significant effect on the performance of apparatus, especially in Pohuwato Regency. The results of this research are further supported by the research results of Wattimury et al., (2017) stated the same thing that performance allowances have a positive and significant effect on employee performance. It turns out that other researchers also presented different results, namely by Hanifah, (2017) who proved that performance allowances were not able to improve employee performance in BPDAS East Java Province.

Research results prove that work conflict has an impact on the performance of employees presented by Maskun et al., (2016) which states that the work conflict variable partially has a positive and significant effect on employee performance. Wenur et al., (2018) also acknowledge that work conflict has a positive and significant influence on employee performance. Several researchers stated different results, such as those presented by Fatikhin et al., (2017), work conflict partially has a negative and significant effect on employee performance. These results are in line with the results of the study presented by (Panggabean et al., (2019) who also succeeded in proving that work conflict has a negative and significant effect on employee performance, even Lestari et al., (2020) succeeded in proving that work conflict does not affect employee performance. A research study by Muhammad et al. (2015) regarding workload states that workload influences employee performance, meaning that the higher/increasing the workload, the more employee performance will increase. Research

conducted by Kadek Ferrania Paramitadewi (2017), states that workload has a negative and significant effect on employee performance. This means that the lower the employee's workload, the higher the employee's performance. Research conducted by Sitompul & Simamora, (2021) states that workload has no effect and is not significant on employee performance. In this research, workload has a negative influence so if workload increases or is high, employee performance will decrease.

The aims of this research are: (1) To partially test and analyze the influence of work discipline on the performance of the Ministry of Public Works and Public Housing apparatus in the Jayapura Region (2) To partially test and analyze the influence of performance allowances on the performance of the Ministry of Public Works and Housing apparatus in the Jayapura Region (3) To partially test and analyze the influence of work conflict on the performance of the Ministry of Public Works and Public Housing Apparatus in the Jayapura Region (4) To partially test and analyze the influence of workload on the performance of the Ministry of Public Works and Public Housing Apparatus in the Jayapura Region.

## **METHOD**

### **Types of Quantitative Research**

This is done by collecting the necessary data and then measuring (processing) it using mathematical statistics or SPSS Version 29 computing (Ghozali, 2016; Kurniawan, 2009).

### **Research Population and Sample**

The research population was 115 people consisting of State Civil Apparatus and Non-State Civil Apparatus at the Ministry of Public Works and Public Housing Hall in the Jayapura Region. The research sample was 50 State Civil Servants at the Ministry of Public Works and Public Housing Hall in the Jayapura Region.

### **Sampling Techniques**

The sampling technique used is a non-probability sampling technique with a purposive sampling technique. The sample selection criteria is a State Civil Apparatus at the Jayapura Region Ministry of Public Works and Public Housing with a minimum position class of 6 and a maximum of 13.

## **RESULTS AND DISCUSSION**

### **Respondent Characteristics**

Table 4. Characteristics of Respondents

Demographics	Category	Frequency	(%)
Gender	Male	32	64%
	Female	18	36%
Education	High school	9	18%
	Diploma	3	6%
	Undergraduate	28	56%
	Master's degree	10	20%
Position	Coordinator	2	4%

<b>Demographics</b>	<b>Category</b>	<b>Frequency</b>	<b>(%)</b>
Position	Subcoordinator	2	4%
	Functional Position	7	14%
	Executor	39	78%
Work Period	0 - 5 Years	13	26%
	6 - 10 Years	2	4%
	11 - 20 Years	19	38%
	> 20 Years	16	32%
Total		50	100%

Source: Processed Primary Data, 2023

From the distribution of the questionnaire, there were 32 male respondents with a percentage of 64%, and there were 18 female respondents with a percentage of 36%. The characteristics of respondents based on education consisted of 9 people from SMA with a percentage of 18%, 3 people from D3 with a percentage of 6%, 28 people from S-1 with a percentage of 56%, and 10 people from S-2 with a percentage of 20%. Respondents held 2 positions as coordinators with a percentage of 4%, 2 people as sub-coordinators with a percentage of 4%, 7 functional positions with a percentage of 14%, and 39 people as implementers with a percentage of 78%. Based on the respondent's work period, the research results were 0-5 years as many as 13 people with a percentage of 26%, length of work 6-10 years as many as 2 people with a percentage of 4%, length of work 11 - 20 years as many as 19 people with a percentage of 38%, length of work > 20 years as many as 16 people with a percentage of 32%.

## **Descriptive Statistics**

### **Work Discipline Variables**

Respondents' minimum answers to the total statement items were 10 and the maximum was 20, with an average total answer of 17.58 and a standard deviation of 2.120. This shows that the majority of employees tend to have a high and consistent level of work discipline.

### **Performance Allowance Variable**

Respondents' minimum answers to the total statement items were 13 and the maximum was 20, with an average total answer of 17.64 and a standard deviation of 2.068. This shows that variations in the amount of performance allowances are not too large.

### **Work Conflict Variables**

Respondents' minimum answers to the total statement items were 11 and the maximum was 20, with an average total answer of 18.04 and a standard deviation of 1.916. This shows that the majority of employees experience a similar level of conflict with a level of escalation that is not too high.

### **Workload Variables**

Respondents' minimum answers to the total statement items were 12 and the maximum was 20, with an average total answer of 16.80 and a standard deviation of 2.347. This indicates significant variation in perceived workload among employees.

## **Preliminary Test**

### **Validity Test**

**Table 5. Validity Test**

<b>Variable</b>	<b>Statement Item</b>	<b>Corrected Item Statement Correlations</b>	<b>Total Information</b>
Work Discipline (X <sub>1</sub> )	X <sub>1.1</sub>	0.736	Valid
	X <sub>1.2</sub>	0.737	Valid
	X <sub>1.3</sub>	0.837	Valid
	X <sub>1.4</sub>	0.886	Valid
Performance Allowance (X <sub>2</sub> )	X <sub>2.1</sub>	0.752	Valid
	X <sub>2.2</sub>	0.878	Valid
	X <sub>3.2</sub>	0.931	Valid
	X <sub>4.2</sub>	0.882	Valid
Work Conflict (X <sub>3</sub> )	X <sub>3.1</sub>	0.560	Valid
	X <sub>3.2</sub>	0.782	Valid
	X <sub>3.3</sub>	0.787	Valid
	X <sub>3.4</sub>	0.834	Valid
Workload (X <sub>4</sub> )	X <sub>4.1</sub>	0.787	Valid
	X <sub>4.2</sub>	0.826	Valid
	X <sub>4.3</sub>	0.851	Valid
	X <sub>4.4</sub>	0.694	Valid
Performance (Y)	Y <sub>5.1</sub>	0.835	Valid
	Y <sub>5.2</sub>	0.932	Valid
	Y <sub>5.3</sub>	0.842	Valid

Source: Processed Primary Data, 2023

Based on the table above, it shows that all statement items for the variables work discipline (X<sub>1</sub>), performance allowances (X<sub>2</sub>), work conflict (X<sub>3</sub>) and workload (X<sub>4</sub>) have a calculated r that is greater than the r table, namely 0.279. This means the statement item on the work discipline variable (X<sub>1</sub>), allowances performance (X<sub>2</sub>), and work conflict furthermore. (X<sub>3</sub>) and workload (X<sub>4</sub>) are valid for testing

### **Reliability Test**

**Table 6. Reliability Test**

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Description</b>
Work Discipline (X <sub>1</sub> )	0.797	Reliable
Performance Allowance (X <sub>2</sub> )	0.878	Reliable
Work Conflict (X <sub>3</sub> )	0.717	Reliable
Workload (X <sub>4</sub> )	0.798	Reliable
Performance (Y)	0.827	Reliable

Source: Processed Primary Data, 2023

Table 6. Reliability Test, it can be seen that the results of the reliability test on work discipline, performance allowances, work conflict, workload, and performance have a Cronbach's Alpha ( $\alpha$ ) value greater than or equal to 0.6 ( $\geq 0.6$ ).

### **Classic Assumption Test**

#### Residual Normality Test with Graphic Images

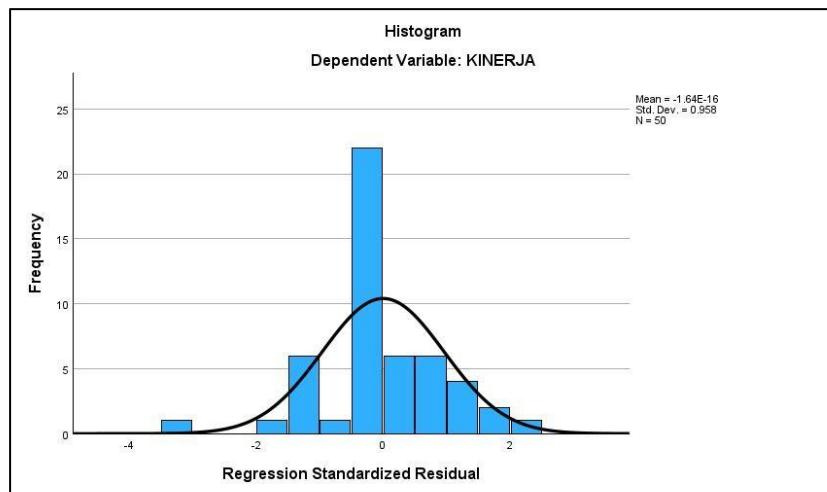


Figure 2. Histogram graph of normality test between work discipline variables (X1), performance allowances (X2), work conflict (X3), and work load (X4) on performance (Y)

Source: Processed SPSS output, 2023

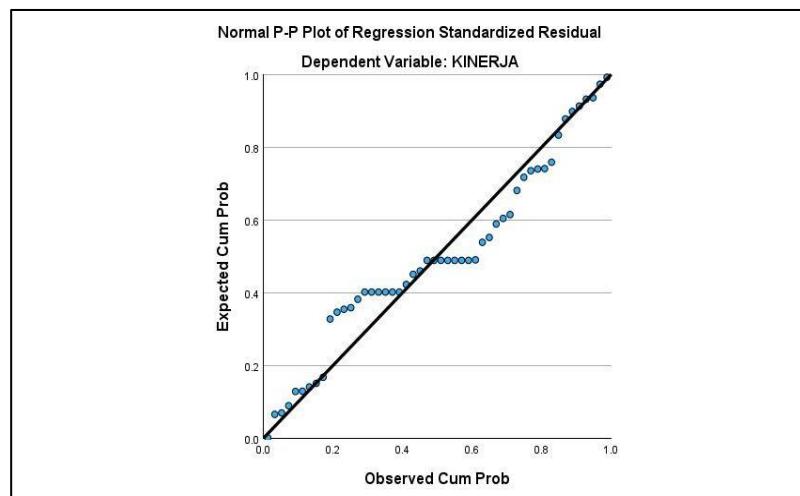


Figure 3. Normal Probability Plot Between Work Discipline Variables (X1), Performance Allowances (X2), Work Conflict (X3) and Workload (X4) on Performance (Y)

Source: Processed SPSS output, 2023

#### **Residual Normality Test Kolmogorov Smirnov Exact Test**

Table 7. Normality Test Kolmogorov Smirnov Exact Test

<b>Uji Kolmogorov Smirnov</b>	<b>Unstandardized Residual</b>
kolmogorov-smirnov value	1,246
Asym.Sig. (2-tailed)	0,089
Exact Sig. (2-tailed)	0,079

Source: Processed Primary Data, 2023

Based on Figure 2, the histogram graph of the normality test, the residual data shows a normal curve that forms a perfect bell. In Figure 3, the normal P-P plot residual data distribution graph does not follow the normal line (straight line). Therefore, to ensure that the residual data follows the normality assumption, the residual data was tested again using the Kolmogorov-Smirnov Exact Test.

Based on the results of the Kolmogorov Smirnov exact test table 7 shows the Asym value. Sig. (2-tailed)  $0.089 > \alpha = 5\%$  (0.05) and Asym. Exact (2-tailed)  $0.079 > \alpha = 5\%$  (0.05). Thus, the residual data is normally distributed and the regression model meets the assumptions of normality.

### ***Multicollinearity Test***

Table 8. Multicollinearity Test Between Work Discipline Variables (X<sub>1</sub>), Performance Allowances (X<sub>2</sub>), Work Conflict (X<sub>3</sub>), Workload (X<sub>4</sub>) and Performance (Y)

Variable	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Discipline (X <sub>1</sub> )	0,340	2,939
Performance Allowance (X <sub>2</sub> )	0,310	3,230
Work Conflict (X <sub>3</sub> )	0,559	1,790
Workload (X <sub>4</sub> )	0,513	1,949

a. Dependent Variable: Performance

Data source: Processed SPSS output, 2023

Based on the results of the multicollinearity test carried out, it can be seen that the tolerance value for the four variables is greater than 0.10 and the VIF value is less than 10. Therefore, it is suspected that there are no symptoms of multicollinearity between the independent (free) variables in the regression model.

### ***Heteroscedasticity Test***

Heteroskedasticity Test Using Scatter Plot

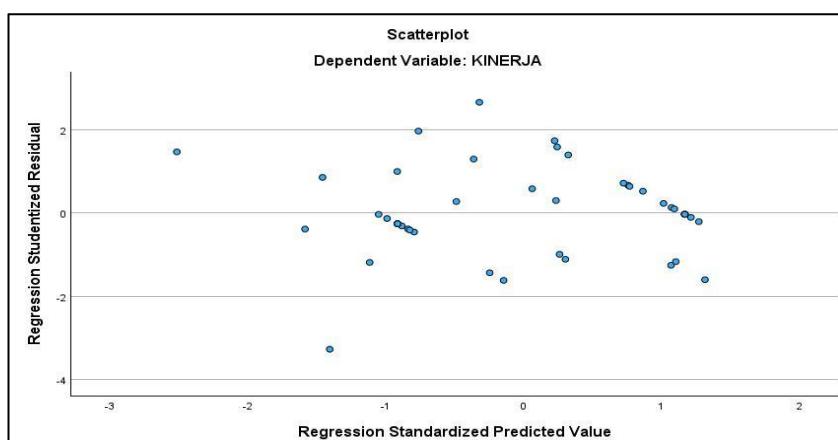


Figure 4. Scatterplot between Work Discipline Variables (X<sub>1</sub>), Performance Allowances (X<sub>2</sub>), Work Conflict (X<sub>3</sub>), Workload (X<sub>4</sub>) and Performance (Y)

Data source: Processed SPSS output, 2023

Table 9. Glejser Test Between Work Discipline Variables (X1), Performance Allowances (X2), Work Conflict (X3), Workload (X4) and Performance (Y)

Model	Significance
(Constant)	
Work Discipline (X <sub>1</sub> )	1,000
Performance Allowance (X <sub>2</sub> )	1,000
Work Conflict (X <sub>3</sub> )	1,000
Workload (X <sub>4</sub> )	1,000

Dependent Variable: ABS\_Res

Source: Processed SPSS output, 2023

Based on the Figure 4 scatter plot above, it can be seen that the points appear to be spread out irregularly, so it can be said that there is no heteroscedasticity problem. To ensure again whether heteroscedasticity does not occur, in Table 9 the results of the Glejser test are displayed between the variables work discipline (X1), performance allowance (X2), work conflict (X3), workload (X4), and performance (Y), where respectively - each variable has a significance value  $> \alpha = 5\% (0.05)$ . So it can be concluded that heteroscedasticity does not occur in the regression model.

## Hypothesis Testing

### *Multiple Linear Regression*

Multiple Linear Regression Analysis was used to determine the magnitude of the influence of work discipline variables, performance allowances, work conflict, and partial workload on performance.

Table 10 Multiple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Errors	Beta
(Constant)	0,934	1,216	
Work Discipline (X <sub>1</sub> )	0,208	0,095	0,282
Performance Allowance (X <sub>2</sub> )	0,454	0,102	0,598
Work Conflict (X <sub>3</sub> )	0,103	0,082	0,126
Workload (X <sub>4</sub> )	-0,060	0,070	-0,090

Source: Processed SPSS output, 2023

From the table above, the multiple linear regression equation in this study is  $Y = 0.934 + 0.208X_1 + 0.454X_2 + 0.103X_3 - 0.060X_4$ .

### *Partial Regression Coefficient Significance Test (t-Test)*

In this research, the partial influence of work discipline variables (X1), performance allowances (X2), work conflict (X3), and workload (X4) on performance (Y) will be tested.

Table 11 Partial Regression Coefficient Significance Test (t-Test)

Model	t Count	t table	Sig.
1 (Constant)	0,768		0,447
Work Discipline (X <sub>1</sub> )	2,188	2,014	0,034
Performance Allowance (X <sub>2</sub> )	4,430	2,014	<0,001
Work Conflict (X <sub>3</sub> )	1,250	2,104	0,218
Workload (X <sub>4</sub> )	-0,859	2,014	0,395

Source: Processed SPSS output, 2023

From Table 11 above, the partial test results can be explained as follows: (1) The partial test results show that the calculated t for the work discipline variable (X1) is 2.188 which is greater than the t table of 2.014 or a significant value of 0.034 which is smaller than 0.05. This means that partially, work discipline (X1) influences performance (Y). (2) The partial test results show that the calculated t for the performance allowance variable (X2) is 4.430 which is greater than the t table of 2.014 or a significant value of <0.001 which is smaller than 0.05. This means that partially, performance allowances (X2) influence performance (Y). (3) The partial test results show that the calculated t for the work conflict variable (X3) is 1.250, which is smaller than the t table of 2.014 or a significant value greater than 0.05. This means that partially, performance conflict (X3) does not affect performance (Y). (4) The partial test results show that the calculated t for the workload variable (X4) is -0.859, smaller than the t table of 2.014 or a significant value greater than 0.05. This means that partially, workload does not affect performance (Y).

### **The Effect of Work Discipline on Performance**

The results of the descriptive analysis show that work discipline has a total average of 17.58 and a standard deviation of 2.120, indicating that the majority of employees have a high and consistent level of work discipline. The phenomenon in the field shows that employees can comply with the rules, procedures, and policies set by the organization thereby increasing work productivity. The results of linear regression testing show that the work discipline regression coefficient value is 0.208, indicating a positive relationship between work discipline and performance. This is in line with the results of the t-test which states that work discipline influences performance.

### **The Effect of Performance Allowances on Performance**

The results of the descriptive analysis show that performance allowances have a total average of 17.64 and a standard deviation of 2.068, indicating that the variation in performance allowances is not too large. The phenomenon in the field shows that the difference between the amount of allowances received by one employee and another is not significant so becomes motivation, fosters job satisfaction, and healthy competition for employees to increase maximum work contribution. The results of linear regression testing show that the performance allowance regression coefficient value is 0.454, indicating a positive relationship between

performance allowances and performance. This is supported by evidence from the t-test results which state that performance allowances affect performance.

### **The Effect of Work Conflict on Performance**

The results of the descriptive analysis show that work conflict has a total average of 18.04 and a standard deviation of 1.916, indicating that the majority of employees experience a similar level of conflict. The phenomenon in the field shows that conflicts that occur between employees do not have a significant impact because the level of conflict escalation is not too high is similar remains within manageable limits and does not interfere with performance. The results of linear regression testing show that the work conflict regression coefficient value is 0.103 and there is a weak positive relationship between work conflict and performance. This is reinforced by the results of the t-test which states that work conflict does not affect performance.

### **The Effect of Workload on Performance**

The results of the descriptive analysis show that workload has a total average of 16.80 and a standard deviation of 2.347, indicating significant variation in the perception of workload among employees. The phenomenon in the field shows that the workload of each employee is not uniform and can change depending on certain factors. The increase in workload is not supported by sufficient resources to complete tasks well, resulting in stress and fatigue and resulting in a decrease in work quality. The results of linear regression testing show that the workload regression coefficient value is -0.060, indicating a negative relationship between workload and performance. This is in line with the t-test results which state that workload does not affect performance.

## **CONCLUSION**

Work discipline: Consistent with the commitment to always maintain and improve good work discipline to create a more productive and positive work environment; Conduct regular evaluations of the implementation of work discipline to mitigate potential problems or areas that need improvement; Effective communication regarding the organization's work discipline policies and rules clearly and effectively; Applying fairness and transparency to employees in the disciplinary enforcement process; Providing rewards and recognition to employees who comply with the rules and show good discipline to increase motivation to remain disciplined, on the other hand, it will provide strict sanctions (punishment) against employees who commit disciplinary violations; Development of organizational culture to encourage work discipline.

Performance allowances: Establish clear, transparent, and measurable criteria for assessing employee performance so that performance allowances are awarded more fairly, based on objective achievements; Identify appropriate benefits by organizational goals and can motivate employees in the form of financial bonuses, non-financial incentives or other rewards that have value for employees; Create consistent policies that are sure to prevent feelings of injustice or discrimination; Continuous evaluation and improvement of the effectiveness of providing performance allowances as an effort to improve and change to improve the allowance delivery system.

Work conflict: Building effective, open, honest, and mutually listening communication between team members to overcome misunderstandings and prevent unnecessary conflict; Facilitate group discussions, collaborative behavior, and sharing in resolving differences and finding joint solutions; Strengthen a positive work culture to create an environment where conflict is viewed as an opportunity for growth and learning, rather than a source of tension or confrontation; Creating harmonization within the organization, caring for each other, respecting and respecting differences and mutual understanding between employees.

Workload: Carry out good evaluations and planning so that the workload is distributed fairly and realistically among employees (balanced workload); Give priority to the most important and urgent tasks to be completed immediately; Build effective communication regarding task completion to overcome workload problems; Delegate work tasks wisely and appropriately according to individual skills and capabilities; Providing skills development facilities, creating an open layout, adequate equipment and infrastructure to manage tasks more effectively and increase overall productivity; Consider work flexibility to help reduce stress and provide work-life balance.

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