

The Effect of Work Stress, Work Competence and Work Motivation on the Performance of Employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office)

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Article Information		Abstract
Submission date	02/01/2025	<p>Research aim : The aim of the investigation was to determine whether employees performance at PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) is simultaneously or partially correlated with job competence, work stress, and work motivation.</p> <p>Design/Method/Approach : The current investigation employs a causal research design and a quantitative methodology. Employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) made up the study's population. In order to gather 30 participants from 60 current populations, the sampling technique employs purposive sampling, which involves selecting samples according to specific criteria. Descriptive statistical data analysis approaches, multiple linear regression, coefficient of determination, traditional assumption tests, and SPSSv27 hypothesis testing are all used in this work..</p> <p>Research Finding : The results showed that variables (1) work stress, work motivation, and work competence had a simultaneous effect on employees performance, (2) work stress, work competence and work motivation had a positively effect on employees performance at PT. Lancarjaya Mandiri Abadi (Kediri Branch Office).</p> <p>Research limitation : This research has a small scope limitation because it only uses PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) as a sample of research objects so that it can be used as a research object.</p> <p>Keywords : Work Stress, Work Competence, Work Motivation, Employee Performance</p>
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1. Introduction

Every employees plays a vital role and is a key resource, so it is imperative that businesses invest in their training and skill development. As a result, companies must effectively manage their workforce to generate high-caliber employees capable of delivering peak performance [1]. There are a number of issues with employees morale and motivation at PT. Lancarjaya Mandiri Abadi. One of these is demonstrated by the part discipline plays in guaranteeing appropriate attendance, particularly when the attendance system is used [2].

Employees performance evaluation is still subpar since, regrettably, the use of performance measurement indicators has not been fully adopted. Internal employees problems such as self-pressure that comes from within the employee's personality can result in stress which ultimately has an impact on employees actions and attitudes. In addition, self-awareness to continue learning and developing to improve their competencies is a determining factor for the performance of the employees themselves.

Companies must manage their employees well so that they feel comfortable working, when employees feel uncomfortable, this condition can result in work stress that leads to depression. This kind of work stress results in negative outcomes for employees performance, which ultimately harms the company. In addition, the pressure experienced by employees is also a factor that hinders their performance. These factors include conflict, competition, excessive workload, unconducive work situations, management style, and organizational structure of the company [3]. A prior study indicated that hypothesis testing results revealed a significantly negative impacts of work stress on employees performance [4]. Conversely, research found that hypothesis test results suggested work stress does not have a significantly effect on Y [5]. The next factor is competence, employees at a higher level of work competence tend to show better performance in the workplace. This can be seen from the consistency of performance improvement which is in line with the increase in the level of competence possessed by employees. Previous research showed that competence has a significantly positive role in employees performance [6]. In line with previous study which finds competence is able to contribute to employees performance [7].

Employees performance is influenced by various factors, including work stress, competence, and work motivation. The relationship between performance and high work stress can reduce employees motivation and performance. Conversely, high competence can increase motivation and performance. Work motivation plays an important role as a significantly mediator in the relationship between work stress and competence on employees performance. These three factors, namely stress, competence, and motivation, are interrelated and collectively affect the quality and quantity of employees performance. Therefore, management needs to pay attention to the balance between workload, competence development, and motivation in order to create a work environment that supports optimal performance. Research by Putri and Abaharis at PT. BPR Lengayang found that work motivation, competence, and work stress significantly affect employees performance. Therefore, to improve employees performance, companies need to manage work stress, improve competence, and motivate employees effectively [8].

In an organization, there is an employees with good skills and abilities, but lacks motivation to complete the task optimally, so that the work results are not satisfactory [9]. Effective leadership has a significantly impact on employees performance in an organization, according to studies [10]. The results indicated that having employees with a positively work

mood can enhance the caliber of their output [2]. To encourage employees performance through discipline, it is important to inspire them not only to meet work standards but also to exceed them [11]. Through objective assessments and awards, the quality of human resources can be improved so that they are better able to carry out their duties efficiently. Motivation has a central role in influencing a leader's approach to managing subordinates. This has an impact on the way leaders deliver work plans, provide resources, and provide relevant guidance. In reference to recent studies [12], motivation also plays an important role in developing employees potential. This is reflected through a flexible and adaptive performance management system, which can ultimately drive the company's overall growth.

The primary focus of this studies was to examine the effects of these factors on worker performance at PT. Lancarjaya Mandiri Abadi, with a focus on the Kediri branch. To maximize employees performance, we aim to investigate deeper performance that is influenced by both internal and than external elements. The writer's passion for the investigation "The Effect of Work Stress, Work Competence and Work Motivation on the Performance of Employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office)" stems from this background.

1.1. Statement of Problem

Informed by the context that has been described, the formulation of the problem that will be tried to be proven in the following research includes the “influence of work stress on employees performance”, the extent to which work competence and work motivation as internal factors play a role in improving performance so that it has an impact on employees productivity at PT. Lancarjaya Mandiri Abadi (Kediri Branch Office). This research consists of several parts, including an introduction that will describe the background of the important research topics to be carried out and research gaps with previous research, research methodologies that explain the quantitative approach used, followed by results and discussions that describe the analysis of data obtained from the research questionnaire and how its implications are in business. The conclusion of this study will summarize the findings and provide implicit recommendations for companies, especially PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) in developing human resources more effectively and having a positively impact on the company's business.

1.2. Research Objectives

The following studies aims to analyze the Influence of Work Stress, Work Competence and Work Motivation on Employee Performance of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office).

2. Method

The procedure employed in this studies utilizes a quantitative methodology rooted in causal-associative research. The primary objective of this investigation is to explore the interdependent relationship between multiple factors, focusing on the causal association between independent and dependent variables work pressure, competence and motivation are a part of the independent variables that encourage human beings to paintings collectively

productively and harmoniously within the work technique which in the long run leads to activity delight. Meanwhile, Employees Performance is a bound variable as the result obtained by workers from their work based on the job description of each employees. The sampling techniq uses *a purposive sampling method* by selecting population members who are in accordance with the testing criteria so that 30 respondents from 60 existing populations are selected. The 30 respondents selected as samples were accounting and logistics staff, the reason for choosing these divisions was because they were considered to face high work pressure, require strong technical competence, and stable work motivation to maintain optimal company performance. The primary information inside the following studies became acquired via the distribution of survey forms to participants through the Likert scale, whilst the secondary facts became accrued from numerous resources of medical journals, books, articles on the internet, and different media associated with the issues studied within the following research. This studies uses descriptive statistical information evaluation techniques, a couple of linear regression exams, classical assumptions, determination coefficients, and hypothesis checks through SPSSv27.

Validity Test

A 0.361 correlation coefficient was recorded when the calculation obtained through comparison data processing (df) was subtracted by 2, with the research sample, $30-2=28$. The analysis shows that all questionnaire items exceed the standard r-table value, confirming the validity of the research instruments.

Reliability Test

The results of the research show that the variables used are reliable, due to the fact that each item in the questionnaire surpasses 0.60.

3. Results and Discussion

Descriptive

Based on the results of a questionnaire distributed by the researcher to employees at PT. Lancarjaya Mandiri Abadi (Kediri Branch Office), here are the respondent data based on gender and age.

Table 1. Respondent Data Based On Gender

Gender	Number of Respondents	Percentage
Man	16	53%
Woman	14	47%
Total	30	100%

Source: Research Data

Based on table 1, the number of males is 16 (53%), 14 females (47%) out of a total of 30 respondents.

Table 2. Respondent Data Based On Age

Years	Number of Respondents	Percentage
>18-25 year	18	60%
>25 year	12	40%
Total	30	100%

Source: Research Data

Sourced through table 2, as many as 18 (60%) respondents were > aged 18 - 25 years, and 12 (40%) were > 25 years old out of a total of 30 respondents.

Classical Assumption Test

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		30
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.20959117
Most Extreme Differences	Absolute	.116
	Positive	.081
	Negative	-.116
Test Statistic		.116
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.370
	99% Confidence Interval	Lower Bound .358
		Upper Bound .383

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: SPSSv27 Output

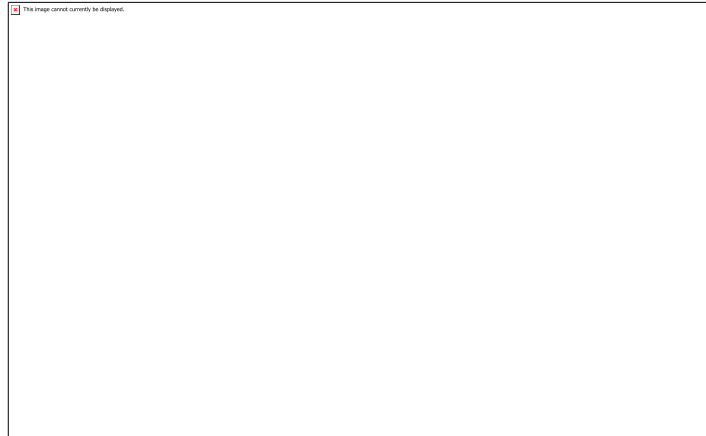


Figure 1. Normality P-Plot

Source: SPSSv27 Output

Since the normality test yields a significance score exceeding 0.200, the study can be considered to adhere to a normal distribution, as evaluated through the One-Sample Kolmogorov-Smirnov test.

Table 4. Multicollinearity Test Results

Model		Coefficients ^a	
		Collinearity Statistics	
		Tolerance	VIF
1	Work Stress	.807	1.239
	Work Competence	.887	1.127
	Work Motivation	.881	1.135

a. Dependent Variable: Employee Performance

Source: SPSSv27 Output

In table 4, the evaluation presents the VIF score for the work stress (X1) is $1,239 < 10.00$, the work competency variable (X2) is $1,127 < 10.00$, and the work motivation variable (X3) is $1,135 < 10.00$. This condition shows the absence of multicollinearity in X1, X2, and X3.

The findings in the heteroscedasticity test through the SPSS v27 the findings illustrate that the coordinates are positioned both above and below the y-axis, meaning that the regression model does not arise heteroscedasticism.

Multiple Linear Regression

In order to understand how much of an impact it has, the multiple linear regression analysis is performed, with the information gathered from the test outcomes.

Table 5. Multiple Linear Regression Test Results

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8.254	.439		18.799
	Work Stress	.147	.023	.622	.000
	Work Competence	.170	.030	.527	.000
	Work Motivation	.142	.019	.202	.038

a. Dependent Variable: Employee Performance
Source: SPSSv27 Output

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 8.254 + 0.147 X_1 + 0.170 X_2 + 0.142X_3 = e$$

The score of the Employees Performance constant (Y) is 8,254, which means that with no change in work stress, work competence and work motivation, as a result, Employees Performance is worth 8,254. The regression coefficient in work stress is 0.147, this condition means that if there is an increase in work stress up to 1 (unit) through the provision that the work motivation and work competency variables are 0, as a result Employees Performance increases by 0.147. This condition indicates that the variable of work stress plays a positively role in Y. The numerical result of the regression of the work competency coefficient is 0.170. This condition indicates that if the work competency variable increases by 1 (unit) through the provisions of work motivation and work stress is 0, as a result of which Employees Performance has increased by 0.170. This condition shows that the work competency variable plays a positively role in Y. A regression coefficient of 0.142 for the work motivation variable signifies that a unit increase in work motivation, given that work competency and work stress are 0, results in a measurable influence, as a result Employees Performance increases by 0.142. This condition shows that the variable of work motivation plays a positively role in Y.

Coefficient of Determination

Table 6. Coefficient of Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 ^a	.803	.780	.221

a. Predictors: (Constant), Work Stress, Work Motivation, Work Stress

b. Dependent Variable: Employee Performance

Source: SPSSv27 Output

As depicted in Table 6, the Adjusted R Square coefficient is 0.780, signifying that X1, X2, and X3 contribute 78% to Y. There was also another variable that affected employees performance by 22%, but was not studied in subsequent studies.

Simultaneous Tests (F Test)

Table 7. F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.180	3	1.727	35.241	.000 ^b
	Residual	1.274	26	.049		
	Total	6.454	29			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Motivation, Work Competence, Work Stress

Source: SPSSv27 Output

Referring to Table 7, the F-count stands at 35.241, which is higher than the F-table score of 2.98, with a significance level of 0.000 ($p < 0.05$). Therefore, it can be deduced that X1, X2 and X3 simultaneously affect Y.

Partial Test (t Test)

Table 8. T Test Results

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.254	.439		18.799	.000
	Work Stress	.147	.023	.622	6.415	.000
	Work Competence	.170	.030	.527	5.701	.000
	Work Motivation	.142	.019	.202	2.181	.038

a. Dependent Variable: Kinerja Karyawan

Source: SPSSv27 Output

Table 8 presents findings showing that the work stress variable has a significance level of $0.000 < 0.05$, leading to the rejection of H_0 , which confirms its significant effect on Y. Likewise, the work competence variable, with a significance score of $0.000 < 0.05$, results in the rejection of H_0 , implying its crucial role in employees performance. Additionally, the work motivation

variable, with a significancely score of $0.038 < 0.05$, also leads to the rejection of H_0 , suggesting that work motivation significantly impacts employees performance.

Correlation Coefficient

Table 9. Correlation Test Results

		Correlations			
		Work Stress	Work Competence	Work Motivation	Employee Performance
Work Stress	Pearson Correlation	1	.331	.340	.728**
	Sig. (2-tailed)		.074	.066	.000
	N	30	30	30	30
Work Competence	Pearson Correlation	.331	1	.166	.700**
	Sig. (2-tailed)	.074		.382	.000
	N	30	30	30	30
Work Motivation	Pearson Correlation	.340	.166	1	.796**
	Sig. (2-tailed)	.066	.382		.000
	N	30	30	30	30
Employee Performance	Pearson Correlation	.728**	.700**	.796**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	30	30	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

Source: SPSSv27 Output

The correlation test results indicated a relationship between work stress and employees performance. Similarly, a correlation was found between work competence and employees performance, with a p-value of $0.001 < 0.05$, leading to the rejection of H_0 and acceptance of H_2 . Likewise, the correlation between work motivation and employees performance was confirmed with a p-value of $0.000 < 0.05$, result in the reject of H_0 and acceptance of H_1 . Therefore, the findings suggest that work stress and employees performance are interconnected.

Discussion

In the following research on "the significant influence of X_1 , X_2 , and X_3 on Y ". In the T Test, it was found that all independent variables played a significantly role in Y . 0.000 which is below 0.05. This condition indicates that the X_1 variable plays a real role in Y . Then in the X_2 has a significantly score of 0.000 where the score is <0.05 . This condition indicates that the X_2 variable plays a role in Y , and finally in the X_3 variable has a sig. score of 0.038 where the score is below 0.05. The findings from the research outlined above indicate that all variables

play a significantly positively role in the dependent variable, which is employees performance. More details about the role of “X1, X2, and a significant X3 for Y” will be described as follows:

The Effect of Work Stress on Performance of Employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office)

The regression calculation revealed a work stress coefficient of 0.147, indicating that a 1-unit employees performance rises by 0.147 as a result of an X1 variable growth while assuming a constant and other factors value of 0. This circumstance suggests showing PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) employees performance is significantly improved by the X1 variable. Stress has been shown to have a positively effect on employees performance, indicating that a certain level of stress can actually be a trigger to encourage more optimal task implementation. The pressure that arises from work challenges can increase work enthusiasm as long as it is still within tolerable limits. Increased stress that is still within reasonable limits tends to be followed by increased performance, but if it exceeds the threshold, stress will reverse direction and have a negative impact on performance.

In a balanced condition, stress can motivate employees to maximize their abilities to meet job demands. This finding is in line with the results of research conducted by Soni & Rizki and Muhamad and Septian, which also concluded that there is a positively relationship between work stress and employees performance [13][14].

The Influence of the Work Competence on Performance of Employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office)

Based on the findings from the regression calculation, it was found that the coefficient derived from the regression analysis of the X2 had a score of 0.170, this condition shows that when the variable of the work competence increases by 1 (Unit) through the assumption of other variables and a constant of 0, as a result the performance of employees increases by 0.170. This condition indicates that the work environment variable plays a significantly positively role in the Y of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) employees. There is a positively influence of work competence on employees performance, because competence reflects a combination of knowledge, skills, and attitudes needed to carry out tasks effectively. Employees with high competence are able to understand their tasks well, complete work efficiently, and face work challenges with the right solutions. This has a direct impact on increasing productivity, output quality, and contributing to achieving organizational goals. Competence also supports faster and more accurate decision making, reduces work errors, and strengthens employees confidence in carrying out their responsibilities. Thus, the higher the level of competence a person has, the greater the opportunity to produce superior and sustainable performance.

This finding is supported by research by Ardiansyah et.al which concluded that there is a positively relationship between work competence and employees performance [15]. In addition, Sitio's research entitled "The Effect of Training and Competence on Employees Performance with Work Ability as an Intervening Variable at PT. Supra Primatama Nusantara"

also found that there is a positively relationship between work competence and employees performance [16].

The Effect of Work Motivation on Performance of Employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office)

Using the regression's findings calculation, it was determined that the work motivation 0.142 was the regression coefficient's score, showing that when "the work motivation variable increased by 1 (Unit) through the assumption of other variables and a constant value of 0," as a result the Y increased by 0.142. This condition shows that the X3 variable plays a significantly positive role in the Y of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) employees. Motivation is a desire within a person that causes the person to take action. Motivation was found to have a positively effect on performance. Worker motivation begins with the needs, desires, and urges to act in order to achieve needs or goals. This indicates how strong the drive, effort, intensity, and willingness to sacrifice are in order to achieve goals. This finding is in line with the results of Mitasari's research in a study entitled "The Effect of Work Motivation, Work Discipline, and Work Environment on Employees Performance at Ud Rahayu Indah Kediri". The study showed that work motivation has a positively effect on employees performance [17].

Additional support also comes from research conducted by Soni & Rizki which proves that work motivation has a real positively impact on improving employees performance. In other words, when work motivation is built conducive, this will encourage consistent and continuous improvement in employees performance [14].

4. Conclusion

The test results show that H_a is accepted simultaneously concurrently, this implies that the non-biased variables (X1), (X2), and (X3) in the model contribute to the bound variable (Y), i.e. worker overall performance. The effects of observe-up research show that intrinsic power plays a huge position in productiveness within the place of job. work strain (X1) has a sizable impact on (Y). these consequences guide the conclusion that paintings pressure has a extensive impact on employees overall performance because there is a low level of work strain in an worker compared to their perseverance in finishing tasks. work Competence (X2) has a sizeable and partial influence on overall performance, the bound variable (Y). This finding is in line with the idea that work competence is significantly and beneficial to productivity. In the same way, work motivation (X3) can be proven to have an effect on (Y). This condition does not support previous research that shows that employees motivation is highly influential and significantly on performance. Employees performance (Y) was influenced by the independent variables of (X1), (X2) and (X3).

The focus of this studies is employees of PT. Lancarjaya Mandiri Abadi (Kediri Branch Office) which has a relatively small scope. This study shows that "work stress, work competence, and work motivation have an effect on employees performance". Furthermore, this research is expected to improve our understanding of how to optimize employees

performance. It will also be a reference for companies to conduct performance evaluations and increase discipline and motivation to improve the performance of their employees.

The output of the next studies can be used for further research, especially in the same research field: work stress, work competence, and work motivation for Y. Thus, subsequent studies can find new problems and expand variables to be more accurate. Additional variables that can be used in subsequent research include work environment, rewards and punishments, and other variables.

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