

## QUALITATIVE ANALYSIS OF THE IMPACT OF WORKLOAD ON EMPLOYEES AT PT JASA RAHARJA PURWOKERTO BRANCH



**Cinta Annastasya Sari<sup>1</sup>**  
Universitas Islam Indonesia, Yogyakarta, Indonesia  
[annastasyacinta@gmail.com](mailto:annastasyacinta@gmail.com)

**Majang Palupi<sup>2</sup>**  
Universitas Islam Indonesia, Yogyakarta, Indonesia  
[majang\\_palupi@uii.ac.id](mailto:majang_palupi@uii.ac.id)

---

### Abstract

This study aims to gain an in-depth understanding of employee workload and its impact on well-being and performance at PT Jasa Raharja Purwokerto Branch. The research employs a qualitative approach with a case study method, collecting data through interviews, observations, and documentation involving five informants from various job positions. The findings indicate that workload is driven by the high number of traffic accident cases, compounded by limited human resources and the continuous adaptation to evolving digital systems. These conditions lead to several consequences, including physical fatigue, work stress, and work-life imbalance, which ultimately affect employee performance. Although in general, employees maintain optimal performance, one informant admitted that their performance occasionally declines due to time pressure and a high volume of work. Nevertheless, most employees continue to strive to maintain their performance by demonstrating discipline, responsibility, and strong commitment to delivering optimal public service. This study also highlights the importance of human resource management policies focused on employee well-being and workload distribution to ensure the quality of public services remains consistent.

**Keywords:** Workload, Work-Life Balance, Work Fatigue, Work Commitment, Public Service

## INTRODUCTION

Banyumas Regency is one of the regions with a relatively high rate of traffic accidents in Central Java Province. Based on data from the Central Java Regional Police (Polda Jawa Tengah) and the Central Bureau of Statistics (BPS) of Central Java Province, Banyumas consistently records the highest number of traffic accidents among the 35 regencies in the province (I. Y. Saputra, 2023). Over the past five years, the number of accidents in this region has shown a significant increase. In 2020, there were 1,574 recorded traffic accidents, resulting in 199 fatalities. This number slightly increased in 2021 to 1,588 accidents, with 200 fatalities and a significant rise in serious injuries (Jateng.antaranews.com, 2021). Subsequently, in 2022, there was a sharp increase with 2,354 accident cases, resulting in 250 deaths, 11 serious injuries, and 2,788 minor injuries. In 2023, the number of accidents decreased to 2,085 cases (a decline of approximately 11.4% from 2022), with 212 fatalities and 2,466 minor injuries. By 2024, the number of accidents further declined to 1,841 cases, with 205 fatalities (Gerungan, 2025). Although the traffic accident rate in Banyumas Regency decreased in 2023 and 2024, both in terms of cases and fatalities, the region remains among those with the highest accident rates in Central Java. This is evident from the consistently high annual figures that still reach thousands of cases and a significant number of victims each year.

The high accident rate not only causes social and economic losses but also increases the administrative and operational burden for the institution responsible for compensating accident victims PT Jasa Raharja Purwokerto Branch. As a state-owned enterprise responsible for providing social protection to traffic accident victims, Jasa Raharja plays a strategic role in ensuring that service processes are fast, accurate, and transparent. The company sets strict service targets, including disbursing compensation within a maximum of three days after the incident and processing claims within one hour once the documents are complete, which requires employees to work under time pressure and high precision demands (Liputan6.com, 2022). This commitment to accelerating service delivery is further strengthened through the optimization of digital systems and inter-agency coordination to expedite verification and compensation processes. Improving service speed for accident victims has become one of the company's main focuses, achieved through the transformation and digitalization of business processes using an integrated service system.

Every increase in accident cases automatically adds to the number of claims and operational activities that must be handled, thereby increasing the workload pressure on employees. This condition not only raises the quantity of work but also adds to the complexity of operational tasks. Employees are required to maintain high accuracy in data verification, timeliness in compensation disbursement, and effective coordination with hospitals, the police, and other relevant institutions. When the number of accidents rises, the volume of claims that must be processed also surges, resulting in high work intensity, where employees often work overtime late into the night to meet targets and avoid claim backlogs. Consequently, employees experience an increased workload in terms of task quantity, time pressure, and administrative responsibilities that demand precision, often extending work duration beyond regular hours (Assa, 2022).

This phenomenon aligns with the concept of workload as described by Aliefiani et al. (2023), which refers to the amount of tasks or responsibilities that must be completed within a specific time period. The concept not only relates to the volume of work but also includes

the level of complexity, responsibility, and deadlines. Essentially, workload reflects the extent of demands or expectations placed on employees, influenced by individual capability and available resource support. A high workload has been proven to negatively affect employee conditions. Research by Oktafia & Shinta (2020) shows that workload significantly impacts work fatigue and employee performance at RSUD Surabaya City. An increased workload that is not balanced with individual capacity can lead to physical, mental, and emotional exhaustion, ultimately decreasing performance. Furthermore, a study by Aprilyasari et al. (2024) on hospital nurses found that the heavier the workload, the lower the perceived level of work-life balance. Excessive job demands can reduce individuals' opportunities to meet their personal and social needs, thereby disrupting work-life balance and lowering overall quality of life.

In line with this understanding, the phenomenon of high employee workload at PT Jasa Raharja Purwokerto Branch is particularly interesting to study as it reflects the real challenges faced by public service institutions in balancing the demand for fast and accurate service with employees' work-life balance. As a company bearing the nation's social responsibility, Jasa Raharja is required to provide excellent service to the public promptly and accurately, especially in emergencies such as traffic accidents. However, high work intensity, time pressure, and complex responsibilities can lead to physical and mental fatigue, work stress, and even work-life imbalance. If such conditions persist without proper management, they may decrease both employee performance and the quality of public service, which are key indicators of organizational success.

Based on these conditions, the researcher finds it necessary to conduct an in-depth study of the workload phenomenon experienced by employees at PT Jasa Raharja Purwokerto Branch. Using a qualitative approach, this research aims to comprehensively explore employees' experiences in dealing with job demands and identify their impacts. Considering that research on workload and its effects in human resource management particularly in the public service sector using a qualitative approach remains limited, this study is expected to enrich the existing literature in the field. Focusing on PT Jasa Raharja Purwokerto Branch, this study titled "A Qualitative Analysis of the Impact of Workload on Employees at *PT Jasa Raharja Purwokerto Branch*" aims to provide both academic contributions to workload studies in human resource management and practical insights for the company in formulating policies to manage workload and improve employees' work-life balance.

## **REVIEW OF LITERATURE**

### **Workload**

According to Robbins & Judge (2017), workload is defined as the amount of tasks that must be completed by an individual within a certain period, viewed in terms of quantity, complexity, and time pressure. They emphasize that workload is not only measured by the number of tasks assigned but also includes the level of difficulty and responsibility involved. High demands and time pressure can lead to work stress if they are not balanced with the individual's abilities and available resources.

### **Work-Life Balance**

Greenhaus et al. (2003) define work-life balance as the extent to which an individual can be equally involved and satisfied in both work and non-work life. In this view, balance is achieved when a person experiences comparable levels of involvement and satisfaction in both domains. In other words, a person is said to have a good work-life balance when their job does not interfere with their personal life, and vice versa.

### **Work Fatigue**

Work fatigue refers to a state of decreased physical and mental capacity experienced by individuals due to excessive workload and insufficient rest time. According to Tarwaka (2015), work fatigue is a condition in which efficiency and endurance decline as a result of excessive physical or mental activity. This fatigue arises from an imbalance between an individual's work capacity and job demands. The higher the work intensity without sufficient rest, the greater the likelihood of experiencing both physical and psychological fatigue.

### **Work Stress**

Work stress is a psychological condition that arises from the pressures and demands an individual feels in the workplace. According to Mangkunegara (2017), work stress is the feeling of tension or burden experienced by employees while performing their daily tasks at work. This pressure occurs when job demands exceed an individual's capacity, when role conflicts arise, or when there is a lack of support from the work environment. Simply put, work stress is a negative response of the body and mind to job-related pressure, making it important to manage effectively so that it does not harm the employee or the organization.

### **Employee Performance**

Dessler (2002) states that employee performance reflects the results or achievements attained by an individual or group in fulfilling their responsibilities based on organizational standards. To determine whether an employee's performance meets the expected level, a well-planned and continuous evaluation system is required. This evaluation serves to assess the effectiveness of job performance within a certain period and provides a basis for management decisions related to productivity improvement and human resource development.

### **Work Commitment**

Mowday et al. (1979) explain that work commitment refers to the relative strength of an individual's identification with and involvement in an organization, demonstrated through acceptance of the organization's values, willingness to exert effort on behalf of the organization, and a strong desire to maintain membership within it.

## **RESEARCH METHOD**

This study employs a qualitative approach, considered the most appropriate for deeply understanding the phenomenon of employee workload within a complex and dynamic organizational context. According to Creswell & Creswell (2023), qualitative research allows researchers to explore meanings constructed by individuals through direct interaction and natural settings, providing a richer and more comprehensive understanding than mere numerical data. As noted by Sekaran & Bougie (2016), this approach effectively answers "how" and "why" questions by uncovering processes, dynamics, and interactions within a phenomenon. A case study method was chosen, focusing on employees of PT Jasa Raharja Purwokerto Branch, to comprehensively examine how workload phenomena emerge, the

influencing factors, and the perceived impacts. The study utilizes observation, interviews, and documentation to obtain holistic insights into employees' working conditions and well-being in a fast-paced public service environment. The researcher's prior internship experience at PT Jasa Raharja Purwokerto enhances contextual understanding of the phenomenon, particularly amid increasing service demands due to high traffic accident rates in the Banyumas area. The research was conducted at PT Jasa Raharja Purwokerto Branch, located on Jl. Jend. S. Parman No. 82A, Banyumas Regency, selected due to its jurisdiction covering areas with relatively high accident rates in Central Java. Informants were selected purposively, comprising five employees representing key operational functions: the Branch Head, Service Manager, Mobile Service Officer, Finance & General Affairs Officer, and Cashier. Data were primarily collected from direct field sources through observation, semi-structured interviews, and documentation to ensure authenticity and depth. Observations involved moderate participation, given the researcher's prior engagement in the work environment. Interviews explored employees' perceptions of workload, influencing factors, and perceived impacts, while documentation (notes, photos, recordings) supported data validation. This combination of qualitative methods strengthens the research's credibility and provides a comprehensive understanding of employee workload dynamics at PT Jasa Raharja Purwokerto.

## **RESULT AND DISCUSSION**

### **Employee Perceptions of Workload**

Based on the data analysis, employees at PT Jasa Raharja Purwokerto Branch perceive their workload as ranging from moderate to heavy, depending on their position and responsibilities. Service staff describe their workload as heavy due to direct interactions with the public during claim processing, handling an increasing number of cases caused by frequent traffic accidents in the Banyumas region, and dealing with complex documentation requiring high accuracy. This aligns with the Job Demands–Resources (JD-R) Model by Demerouti et al. (2001), which states that workload is part of job demands—tasks requiring sustained physical, mental, and emotional effort. When job demands exceed available resources, employees experience higher pressure and fatigue. In this context, service employees face high job demands while resources such as rest time and manpower remain limited, reflecting an imbalance between job demands and individual capacity (Tarwaka, 2015). Meanwhile, from the leadership perspective, workload is perceived as moderate due to proportional task distribution and structured coordination, allowing responsibilities to be managed effectively. According to Karasek's (1979) Job Demands–Control Model, employees with high control and autonomy perceive lighter workloads, explaining why managers can manage stress through decision-making authority and task delegation. In administrative roles, workload is moderate thanks to digital systems that streamline verification, record-keeping, and claim disbursement processes, enhancing efficiency as noted by Zacher & Rudolph (2024), although digital transformation also requires continuous adaptation to evolving systems.

### **Factors Influencing Workload**

Internally, workload is affected by additional non-routine tasks, strict deadlines, and rapid digital system updates requiring swift adaptation. Mobile service staff experience extra pressure from fieldwork that reduces time for core duties, demanding accuracy and timeliness

in public service. This aligns with Munandar (2016), who explains that internal workload arises from time pressure and psychological stress when employees must work quickly and precisely under limited time. Administrative staff face similar conditions due to tight reporting deadlines and frequent system changes, consistent with Putra (2012), who notes that strict performance targets can increase psychological pressure. Externally, high traffic accident rates in Banyumas increase claim volumes, field surveys, and after-hours service demands, creating added stress. Robbins & Judge (2017) explain that such external pressures intensify workload, especially in public service organizations where speed and accuracy are critical.

### **Effects of Workload on Employees**

Heavy workload impacts several aspects of employees' well-being. In terms of work-life balance, service employees report frequent overtime, taking work home, and reduced family time, reflecting an imbalance between work and personal life (Greenhaus et al., 2003). High job demands with limited resources (Demerouti et al., 2001) lead to psychological strain and role imbalance. Fatigue is also evident, particularly among mobile service officers and cashiers, due to long hours and physical strain—consistent with Grandjean's (1988) view that fatigue arises from excessive activity without sufficient rest. Work stress is another consequence; employees feel pressured by responsibility, innovation demands, and continuous cognitive load, leading to difficulty relaxing even outside work. This supports Mangkunegara's (2017) argument that work stress results from excessive workload and high responsibility exceeding individual capacity.

In terms of performance, high workload negatively affects task completion efficiency, especially among mobile service staff who experience delays due to heavy workloads and limited resources. This aligns with Mangkunegara's (2017) notion that performance quality declines when workload and time pressure surpass individual capability. However, employees in departments with moderate workload—such as administration and finance—maintain consistent performance through discipline and accountability. This reflects strong organizational commitment (Mowday et al., 1979), where employees remain dedicated to their roles despite challenges. Robbins & Judge (2017) also emphasize that emotional attachment to work fosters performance stability under high workload. Hence, strong commitment plays a crucial role in maintaining performance amidst the demanding nature of public service work.

### **CONCLUSION**

This study comprehensively illustrates that the workload of employees at PT Jasa Raharja Purwokerto Branch results from a combination of high external demands and complex internal organizational factors. Based on in-depth interviews, theoretical discussions, and thematic analysis, it was found that employee workload levels vary from moderate to heavy, depending on position, responsibilities, and the intensity of accident cases handled. The service and mobile service units experience the highest workload since they deal directly with the public and handle claim processes quickly under time pressure. Meanwhile, the administration and finance units face different challenges, such as adapting to continuously updated digital systems and meeting strict reporting deadlines, although technology helps accelerate work processes.

The most dominant factor influencing the high workload is the surge in traffic accidents in the Banyumas area, which leads to an increase in claim volume and field activities that must be completed within a short timeframe. This situation is exacerbated by limited human resources and organizational demands for speed and accuracy in public service delivery. Internally, workload also increases due to additional activities outside of main job duties, such as traffic safety forums, public awareness programs, and mandatory training, all of which reduce employees' effective time to complete routine tasks. Furthermore, adaptation to new digital systems and tight reporting deadlines create additional psychological pressure on employees to work quickly and accurately without compromising service quality.

The impact of high workload is reflected in several key aspects. First, employees' work-life balance is disrupted due to long working hours, frequent overtime, and work being carried home. Many employees lose time with their families and sufficient rest due to constant readiness demands, especially those handling claims and field surveys. Second, physical fatigue arises from the high intensity of work and minimal recovery time. Third, some employees particularly managers and technical staff—experience work stress due to heavy responsibilities, innovation demands, and pressure to maintain high service standards. Nevertheless, most employees are still able to maintain their performance through discipline, accuracy, and a strong sense of professional responsibility. However, one employee from the mobile service unit admitted that their performance was not always optimal due to the high intensity of work and limited time to complete all tasks. This condition indicates that excessive workload can reduce individual performance effectiveness, especially when the volume of work exceeds the available resource capacity.

Overall, this study demonstrates that the workload at PT Jasa Raharja Purwokerto Branch is a consequence of the dynamic nature of public service, which demands speed, precision, and a high level of social responsibility. The high work intensity, which is not always matched by adequate resources, makes balancing work and personal life a major challenge for employees. Therefore, the company needs to take strategic steps such as arranging proportional task distribution.

## REFERENCES

- Abdillah, W., Chaerudin, D., & Purwanto, A. (2020). Building Organizational Commitment: The Analysis of Indicators. *Academy of Strategic Management Journal*, 19(2), 1–10.
- Aliefiani, G., Putri, M., Fauzi, A., Saputra, F., Danaya, B. P., & Puspitasari, D. (2023). Pengaruh Pengembangan Karier, Budaya Organisasi dan Beban Kerja terhadap Kepuasan Kerja Karyawan (Literature Review MSDM). *JEMSI*, 5(2). <https://doi.org/10.31933/jemsi.v5i2>
- Aprilyasari, W., Sholikha, F., Ardiansyah, I., Islami, M. A., Suratmi, S., & Qowi, N. H. (2024). Hubungan Beban Kerja dengan Work Life Balance pada Perawat di Rumah Sakit. *Jurnal Ilmu Keperawatan Dan Kebidanan*, 2.
- Assa, A. F. (2022). Dampak Beban Kerja dan Lingkungan Kerja terhadap Burnout Syndrome pada Karyawan PT. Sinergi Integra Services. *JIMEA | Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 6.
- Creswell, J. W., & Creswell, J. D. (2023). *Research Design : Qualitative, Quantitative, and Mixed Methods Approaches* (6th ed.). SAGE Publications, Inc.

- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The Job Demands-Resources Model of Burnout. *Journal of Applied Psychology*, 86, 499–512.
- Dessler, G. (2002). *Human Resource Management* (9th ed.). Prentice Hall.
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456.
- Frone, M. R. (2003). Work–family balance. In J. C. Quick & L. E. Tetrick (Eds.), *Handbook of Occupational Health Psychology* (pp. 143–162). American Psychological Association.
- Gerungan, F. (2025, June 12). *31 Ribu Kecelakaan di Jateng Sepanjang 2024, 4.190 Orang Meninggal*. Manado Post. <https://manadopost.jawapos.com/mpedia/286134236/31-ribu-kecelakaan-di-jateng-sepanjang-2024-4190-orang-meninggal>
- Grandjean, E. (1988). *Fitting the Task to the Man: A Textbook of Occupational Ergonomics* (4th ed.). Taylor & Francis.
- Greenhaus, J. H., & Beutell, N. J. (1985). Sources of Conflict Between Work and Family Roles. *Academy of Management Review*, 10(1), 76–88.
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The Relation Between Work–Family Balance and Quality of Life. *Journal of Vocational Behavior*, 63(3), 510–531.
- Handoko, T. H. (2001). *Manajemen Personalia dan Sumber Daya Manusia*. BPFE Yogyakarta.
- Hasibuan, M. (2014). *Manajemen Sumber Daya Manusia* (14th ed.). Bumi Aksara.
- Indriati, R. (2021). *Manajemen Stres Kerja Dalam Organisasi*. Prenadamedia Group.
- Jasa Raharja. (2024). About PT Jasa Raharja. <https://www.jasaraharja.co.id/id/about>
- Jateng.antaranews.com. (2021, December 31). *Kasus Kecelakaan Lalu Lintas di Banyumas Meningkat*. <https://jateng.antaranews.com/about-us>
- Jex, S. M., & Britt, T. W. (2008). *Organizational Psychology: A Scientist–Practitioner Approach* (2nd ed.). John Wiley & So.
- Karasek, R. A. (1979). Job Demands, Job Decision Latitude, and Mental Strain: Implications for Job Redesign. *Administrative Science Quarterly*, 24(2), 285–308.
- Liputan6.com. (2022, March). *Proses Pencairan Santunan dari Jasa Raharja Kini Lebih Cepat 1 Hari*. Liputan 6. <https://www.liputan6.com/bisnis/read/4905924/proses-pencairan-santunan-dari-jasa-raharja-kini-lebih-cepat-1-hari?page=2>
- Luthans, F. (2011). *Organizational Behavior: An Evidence-Based Approach* (12th ed.). McGraw-Hill/Irwin.
- Mahawati, E., Yuniwati, I., Ferinia, R., Rahayu, P. P., Fani, T., Sari, A. P., Setijaningsih, R. A., Fitriyatunur, Q., Sesilia, A. P., Mayasari, I., Dewi, I. K., & Bahri, S. (2021). *Analisis Beban Kerja dan Produktivitas Kerja* (Ronald Watrionthos, Ed.). Yayasan Kita Meenulis.
- Mangkunegara, A. A. P. (2017). *Manajemen Sumber Daya Manusia*. Remaja Rosdakarya.
- Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. PT. Remaja Rosdakarya Offset.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job Burnout. *Annual Review of Psychology*, 52(1), 397–422.
- Mathis, R. L., & Jackson, J. H. (2011). *Human Resource Management: Manajemen Sumber Daya Manusia*. Salemba Empat.

- Meijman, T. F., & Mulder, G. (1998). Psychological Aspects of Workload. In P. J. D. Drenth, H. Thierry, & C. J. de Wolff (Eds.), *Handbook of work and organizational psychology* (2nd ed., Vol. 2, pp. 5–33). Psychology Press.
- Miles, M. B., Huberman, A. M., & Saldana, J. (2020). *Qualitative Data Analysis*. SAGE Publications.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior*, 14(2), 224–247.
- Munandar, A. S. (2014). *Psikologi Kepribadian*. PT Raja Grafindo Persada.
- Munandar, A. S. (2016). *Psikologi Industri dan Organisasi*. UI Press.
- Oktafia, A., & Shinta, E. (2020). Pengaruh Beban Kerja dan Kelelahan Kerja terhadap Kinerja Karyawan pada RSUD Kota Surabaya. *Jurnal Ilmu Dan Riset Manajemen*, 9.
- Poulose, S., & Sudarsan, N. (2014). Work Life Balance: A Conceptual Review. *International Journal of Advances in Management and Economics*, 3(2), 1–17.
- Putra, A. S. (2012). Analisis Pengaruh Beban Kerja Terhadap Kinerja Karyawan Divisi Marketing dan Kredit PT. WOM Finance Cabang Depok. *Jurnal Studi Manajemen Indonesia*, 22.
- Robbins, S. P. (2008). *Perilaku Organisasi* (10th ed.). PT Indeks Kelompok Gramedia.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th ed.). Pearson Education Limited.
- Robbins, S. P., & Judge, T. A. (2019). *Organizational Behavior* (18th ed.). Pearson Education.
- Saputra, A. F., & Masdupi, E. (2025). *Work-Life Balance di Dunia Kerja*.
- Saputra, I. Y. (2023, March 4). *5 Daerah di Jateng dengan Angka Kecelakaan Tertinggi*. PT. Aksara Solopos. <https://regional.espos.id/5-daerah-di-jateng-dengan-angka-kecelakaan-tertinggi-didominasi-soloraya-1565630>
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business* (7th ed.). John Wiley & Sons.
- Sopiah. (2008). *Perilaku Organisasional*. Andi Offset.
- Sulung, U., & Muspawi, M. (2024). Memahami Sumber Data Penelitian. *Edu Research IICLS*, 5.
- Sutrisno, E. (2012). *Manajemen Sumber Daya Manusia* (Edisi Pertama). Kencana Prenada Media Group.
- Tarwaka. (2015). *Ergonomi Industri: Dasar-dasar Pengetahuan Ergonomi dan Aplikasi di Tempat Kerja*. Harapan Press.
- Vosloban, R. I. (2012). The Influence of the Employee's Performance on the Company's Growth: A Managerial Perspective. *Procedia Economics and Finance*, 3, 660–665.
- Wu, J., Wang, Y., Li, X., & Zhang, Y. (2024). The Relationship between Occupational Fatigue and Well-Being: The Moderating Effect of Unhealthy Eating Behaviour. *Behavioral Sciences*, 14(1), 32.
- Yulianto, E., Wicaksono, B., & Prasetyo, T. (2023). Pengaruh Keberagaman Tenaga Kerja dan Lingkungan Kerja Terhadap Kinerja Karyawan di Kota Tangerang Selatan. *Jurnal Ilmiah Manajemen Kesatuan*, 11(3).
- Zacher, H., & Rudolph, C. W. (2024). Workplace digitalization and workload: Changes and reciprocal relations across 3 years. *Scientific Reports*, 14, 5924.