
THE INFLUENCE OF WORKLOAD AND PERCEPTION OF ORGANIZATIONAL SUPPORT ON WORK PRODUCTIVITY OF EMPLOYEES IN THE OPERATIONS DEPARTMENT OF PT XYZ BANDUNG



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Abstract

Work productivity plays an important role in achieving company goals because it reflects the company's ability to manage resources effectively and efficiently. However, research findings at PT. XYZ Bandung indicate that work productivity is not optimal and has the potential to hinder the achievement of company goals. Productivity is influenced by several factors, such as workload and perceived organizational support. Based on data on targets and realizations for the CT7 engine work in 2020–2024, there was a decrease in targets and realizations in 2024 even though the aviation sector had stabilized, and delays in engine work still frequently occurred. This study aims to determine the influence of workload and perceived organizational support on work productivity among employees of the Operations Department of PT. XYZ Bandung, both partially and simultaneously. This study uses quantitative methods that include descriptive and associative data analysis, and the type of data used is primary data. Respondents totaling 60 employees of the operations department at PT. XYZ Bandung were given a questionnaire. Data analysis was conducted using multiple regression and data processing was conducted using SPSS version 26. The results of the study indicate that workload partially has a positive influence on employee work productivity, while perceived organizational support has no influence on employee work productivity, but simultaneously has an influence on employee work productivity. This means that the more appropriate the workload given by the company is to the potential and capacity of employees, the more work productivity will increase. Meanwhile, the lack of influence of perceived organizational support indicates that in carrying out their work, employees are more oriented towards fulfilling their duties and responsibilities to the company.

Keywords: Workload, Perceived Organizational Support, Work Productivity

INTRODUCTION

Various industries face intense competition in their respective markets, including the Maintenance, Repair, and Overhaul (MRO) industry in the aviation world. The rise of Indonesia's aviation sector has enabled the country to compete with developed nations, thanks to Indonesia's capabilities in aircraft manufacturing. The aviation sector plays a crucial role in Indonesia's technological advancement (Rafsanjani & Abdurahman, 2024). Based on the latest data from the Central Statistics Agency (BPS), the number of domestic air passengers in Indonesia reached 63.7 million from January to December 2024, and the number of international passengers reached 19 million, representing a 1.76 percent and 21.46 percent increase, respectively, compared to 2023 (BPS, 2024).

PT. XYZ is a company engaged in the MRO industry in Indonesia, handling Parts & Aero Engine Components. As one of the largest MRO companies, it has certainly traveled a long way to maintain the company in the MRO industry, which is still relatively small in Indonesia. According to the Vice President of Operations of PT. XYZ, the challenge or problem faced by the company is the existence of strict regulations for the workforce. Therefore, the company has difficulty in procuring a competent workforce that meets regulatory requirements. The impact of problems regarding suboptimal workforce procurement due to strict regulations is reflected in the actualization of targets that are declining amidst increasingly stable global conditions, so that this can indicate an increase and decrease in the level of work productivity. Meanwhile, productivity regarding output results is measured based on the quality and quantity of goods or services produced, in accordance with the time and standards that have been determined by the company (Syarief Faroman et al., 2022). Based on the phenomena that have been described, the following is presented data on targets and actualization of CT7 engine work in 2020-2024.

Table 1.

Target and Actual Data on CT7 Machine Work in 2020-2024

YEAR	TOTAL TARGET (MACHINE UNITS)	TOTAL ACTUALIZED COMPLETION (MACHINE UNITS)
2020	40	60
2021	24	62
2022	26	50
2023	30	47
2024	19	36

Source: CT7 Production Target and Actualization Report 2020-2024, Processed by the Author, 2025

Based on the 2020-2024 CT7 Production Target and Actualization Report at PT. XYZ, it can be concluded that in 2021 the gap between the target and actualization was recorded at 38 machine units, decreasing to 24 units in 2022, and decreasing again in 2023 and 2024 to 17 machine units. Furthermore, in 2023 when activities and situations have returned to normal, there was an increase in the machine completion target compared to the previous year. However, in increasingly stable conditions and the situation has completely returned to normal in 2024, there was a decrease in both the target and actualization of machine completion. While this occurred accompanied by an increase in the composition of the workforce. In addition, delays in the machine processing process still often occurred.

Thus, the decrease in the target and actualization of completion in 2024 is suspected to be caused by a decrease in employee productivity levels.

The decline in productivity is also demonstrated by the company's efforts to increase its productivity again in 2025. In 2025, the company doubled the standard for completing machine units each month. Meanwhile, another problem the company faced was the failure to achieve the workforce fulfillment plan in 2024 and 2025. Therefore, according to the Vice President of Operations of PT. XYZ, the new target can only be achieved if employees are willing to work overtime. The frequency of overtime worked by employees can be used as a benchmark for the workload received, where the higher the frequency of overtime, the greater the workload that must be completed by employees (Hamidah & Mulyana, 2024). The company's goal of increasing its standards with a fairly long operational process for each machine unit and the need for overtime to achieve it can cause workload on employees and ultimately affect employee productivity. This is in line with research conducted by Mutiadi et al. (2021) and Ahmad et al. (2023) which states that workload affects employee productivity.

Besides workload, another factor considered to influence work productivity is the perception of organizational support (Fata et al., 2024). Problems regarding the unmet workforce can indicate that the company's organizational support in terms of employee or workforce fulfillment is less than optimal. This is in line with the opinion of Rhoades & Eisenberger (2002) that the availability of labor is a form of employee trust regarding the company's concern in ensuring their welfare. An imbalance between the number of employees and a high workload has the potential to cause fatigue, both physical and mental, which can ultimately reduce employee work productivity (Syahfarrel & Romi, 2024). Furthermore, based on the results of interviews conducted by researchers with one of the employees of the operations department of PT. XYZ, it was stated that the company does not always provide bonuses when employees are able to meet company targets. According to Rhoades & Eisenberger (2002), providing bonuses is one factor that can influence employee perceptions of company support.

When employees feel underappreciated and their needs are not met, they may desire to leave the company, indicating that employee well-being is not guaranteed (Jayanti & Abdurahman, 2024). Conversely, if employees are satisfied with their work, they tend to be more productive and ultimately increase company profits (Faturrohman & Abdurahman, 2025). This is in line with research conducted by Purwaningtyas & Septyarini (2021) and Zaini et al. (2019), which found that organizational support influences employee productivity.

LITERATURE REVIEW

Workload

Workload is one of the factors that can affect the quality and quantity of an employee's work. This is based on Kasmir's (2019) explanation that workload is a comparison between the total time needed optimally to complete a task with the standard time available. Based on Hermawan's (2024) opinion, an excessively heavy workload will increase the risk of fatigue, work stress, and decreased employee performance and impact the results or output to be achieved at a predetermined time, therefore an organization must have a leader who can

ensure the distribution of the workload is even and in accordance with the abilities possessed by employees.

Workload needs to be adjusted to the utilization of employee abilities and potential within a certain time, where this potential consists of physical and mental potential (Munandar, 2014; Marhaendra, 2022). Therefore, workload measurement must be carried out in a structured manner where, based on Koesomowidjojo's explanation (2017), there are several indicators in measuring workload, namely work conditions, (2) use of working time, and (3) targets to be achieved. In this case, working conditions are related to employee understanding of their work and responsibilities based on applicable Standard Operating Procedures (SOPs). The use of working time is related to the company's suitability in determining employee working hours with the established Standard Operating Procedures (SOPs). Very narrow working hours can exceed employee physical capabilities. Meanwhile, regarding targets, companies need to adjust between the given target volume and the target completion time. Therefore, workload needs to be adjusted because it will impact employee and company work productivity. A good workload is a workload that is measurable, balanced, and in accordance with workforce capacity (Koesomowidjojo, 2017; Mahawati et al., 2021).

Perception of Organizational Support

Perceived organizational support is the belief employees have regarding how much the company cares about their well-being and values their contributions (Rhoades & Eisenberger, 2002; Robbins & Judge, 2018). This perception stems from employees' assessments based on their experiences with company procedures and policies, the receipt of resources, interactions with their immediate superiors, and the availability of labor (Rhoades & Eisenberger, 2002). Employees naturally want to feel that they contribute to the success of the company they work for (Wibowo & Riana, 2015). According to Rhoades & Eisenberger, as cited in Luthfira & Yurnalis (2023), the indicators used to measure perceived organizational support include: (1) fairness, (2) superior support, and (3) rewards from the organization and working conditions. The fairness indicator requires companies to implement policies fairly and treat each employee fairly. The superior support indicator reflects the supervisor's attention and concern for their employees' well-being. Rewards are a form of company appreciation for employees, which can take the form of bonuses, promotional opportunities, or training. Appropriate employee training can foster relationships and collaboration between employees and the company, helping to achieve company goals (Yunita, 2021). Meanwhile, working conditions reflect company support through the provision and facilitation of a supportive work environment for employees.

Work Productivity

Employee productivity also impacts company productivity, which is influenced by the level of workload and perceived organizational support experienced by employees. Work productivity is the comparison between actual results (output) and the resources used (input). This is assessed based on the quality and quantity of production, whether goods or services, and based on the time and standards set by the company (Hasibuan 2017; Syarief Faroman et al., 2022).

According to Sutrisno (2017), employee productivity can be measured through several indicators, such as (1) ability, (2) results achieved, (3) work enthusiasm, (4) self-development, (5) quality, and (6) efficiency. Ability reflects an employee's capacity to carry

out assigned tasks, thus encouraging optimal work completion. The results achieved indicate a level of work achievement that can provide satisfaction for both the task implementer and the recipient of the work. Work enthusiasm reflects an employee's efforts to improve their performance compared to the previous period. Self-development is carried out based on an analysis of the challenges and expectations facing the company. Quality reflects the quality of the work produced by employees. Meanwhile, efficiency is related to the comparison between the results achieved and the total resources used in the process of achieving them.

RESEARCH METHOD

This study employed quantitative methods, including descriptive and associative data analysis. The data used were primary data to determine the relationships between these variables. These variables consisted of workload and perceived organizational support as independent variables, and work productivity as dependent variable. In this study, the techniques used in collecting research data consist of library research on books, scientific journals, literature, and publications relevant to the problems of workload, perception of organizational support, and work productivity. In addition, researchers used data collection techniques consisting of interviews, questionnaires, and documentation. Furthermore, the population used is permanent employees of the Operations Department of PT. XYZ Bandung with a minimum work period of 3 years, with the characteristics of respondents for the workload and perception of organizational support variables are all permanent employees under the supervision or direct superior, with a total of 60 employees. Then for the characteristics of respondents for the work productivity variable is the supervisor who supervises the employees. Data were obtained through a questionnaire given to respondents via the internet using a semantic differential scale in the range of 1 to 5.

To provide a clearer understanding of the influence of workload and perceptions of organizational support on work productivity as explained previously, this can be seen through the research paradigm scheme presented in the image below:

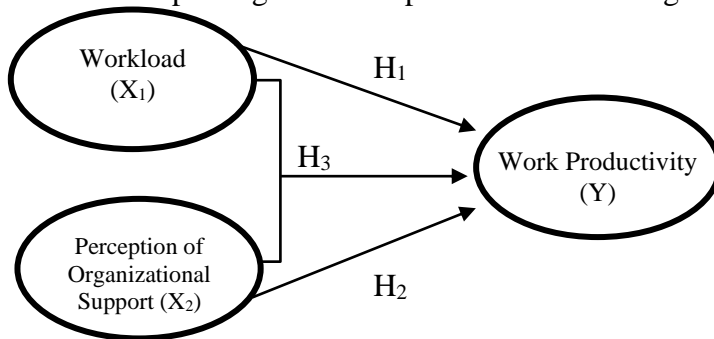


Figure 1.
Research Paradigm

Referring to the paradigm above, the hypotheses in this study are formulated as follows:

H1: Workload has a positive influence on work productivity among employees in the Operations Department of PT. XYZ Bandung.

H2: Perceived organizational support has a positive influence on work productivity among employees in the Operations Department of PT. XYZ Bandung.

H3: Workload and perceived organizational support influence work productivity among employees in the Operations Department of PT. XYZ Bandung.

The analytical methods used in this study include descriptive and associative analysis. Descriptive analysis is used to determine the condition of a variable independently without comparing it with other variables. Meanwhile, quantitative associative analysis is used to determine the extent of the influence of workload and perceived organizational support on work productivity, both partially and simultaneously, using multiple regression methods. The multiple linear regression model used in this study aims to explain the valid relationship equation in this study. The Best Linear Unbiased Estimator (BLUE) approach is used where the equation must meet classical assumptions, known as Ordinary Least Square (OLS). Therefore, classical assumption testing is required, including normality tests, multicollinearity tests, and heteroscedasticity tests. This is carried out computerized using the Statistical for Product and Service Solution (SPSS) version 26 program.

RESULTS AND DISCUSSION

Validity Test

After distributing the questionnaire to 60 respondents who met the respondent criteria, the following is a validity test using the IBM SPSS (Statistical Package for the Social Sciences) version 26 program. The validity test is carried out to determine whether the instrument used is appropriate for measuring what should be measured.

Table 2

Validity Test Results

ITEM X1	r _{count}	ITEM X2	r _{count}	ITEM Y	r _{count}	r _{table}	INFORMATION
X1.1	0,562	X2.1	0,660	Y.1	0,756	0,2542	VALID
X1.2	0,536	X2.2	0,617	Y.2	0,788	0,2542	VALID
X1.3	0,522	X2.3	0,753	Y.3	0,651	0,2542	VALID
X1.4	0,472	X2.4	0,666	Y.4	0,817	0,2542	VALID
X1.5	0,575	X2.5	0,619	Y.5	0,758	0,2542	VALID
X1.6	0,636	X2.6	0,595	Y.6	0,527	0,2542	VALID
X1.7	0,562	X2.7	0,501	Y.7	0,766	0,2542	VALID
X1.8	0,554	X2.8	0,729	Y.8	0,665	0,2542	VALID
X1.9	0,739	X2.9	0,662	Y.9	0,537	0,2542	VALID
X1.10	0,504	X2.10	0,637	Y.10	0,671	0,2542	VALID
		X2.11	0,659	Y.11	0,790	0,2542	VALID
		X2.12	0,635	Y.12	0,684	0,2542	VALID
				Y.13	0,824	0,2542	VALID
				Y.14	0,702	0,2542	VALID
				Y.15	0,739	0,2542	VALID
				Y.16	0,709	0,2542	VALID
				Y.17	0,665	0,2542	VALID
				Y.18	0,696	0,2542	VALID
				Y.19	0,699	0,2542	VALID

Source: Data Processed by the Author, 2025

The results of the SPSS version 26 program calculations obtained validity test results through r count obtained from the correlation of the product moment coefficient. Based on the information in the table above, it can be seen that all statements in the questionnaire on workload, perceived organizational support, and work productivity are categorized as valid,

because all r count values are $> r$ table (0.2542). This means that the instrument can be used to measure what should be measured.

Reliability Test

Next, a reliability test was carried out using the IBM SPSS (Statistical Package for the Social Sciences) version 26 program. The reliability test was carried out to measure the reliability of the questionnaire as a data collection tool that can show the level of consistency in revealing problems, even though it was carried out at different times.

Table 3
 Reliability Test Results

VARIABLE	r_{count}	r_{table}	INFORMATION
Workload (X1)	0,763	0,60	RELIABLE
Perception of Organizational Support (X2)	0,872	0,60	RELIABLE
Work Productivity (Y)	0,944	0,60	RELIABLE

Source: Data Processed by the Author, 2025

To test the reliability of the questionnaire, the Cronbach's Alpha value in the Reliability Statistics table can be compared with the standard value of 0.6. Based on the information in the table, a Cronbach's Alpha value > 0.60 indicates that all items are reliable.

Data analysis

The data analysis methods used in this study include descriptive analysis and associative analysis. First, to determine how respondents responded to the workload and perception of organizational support in the operations department of PT. XYZ Bandung, as well as how the work productivity of employees of the Operations Department of PT. XYZ Bandung was based on the perceptions of their direct superiors, the following are the results of quantitative descriptive analysis by calculating the average score of each respondent's answer, which was then adjusted to the interval.

Table 4
 Data Analysis Results

Variable	Total Average	Information
Workload	3,15	Quite Appropriate
Perception of Organizational Support	2,62	Enough
Work Productivity	3,92	Good

Source: Data Processed by the Author, 2025

Based on the results of quantitative descriptive data analysis, the workload obtained an average total of 3.15, with the criteria of being quite appropriate. This indicates that the workload received by employees of the Operations Department of PT. XYZ Bandung is considered quite appropriate, where employees feel the working conditions are felt to be good and the use of working time is quite appropriate. However, employees feel that the targets are quite difficult to achieve. Meanwhile, the perceived organizational support variable obtained a total average of 2.62 with sufficient criteria. This indicates that the perception of employees of the Operations Department of PT. XYZ Bandung regarding the support provided by the company is considered sufficient, where employees assess the support provided by superiors in terms of attention, concern, assistance, and moral support given by superiors to employees regarding welfare and working conditions is felt to be sufficient and

the use of working time is sufficient. Employees also assess the rewards and working conditions in the company in the sufficient category. However, employees assess that the level of justice in the company is still not optimal.

The work productivity variable is in the good category with a total average of 3.92, indicating that in general the work productivity of employees in the Operations Department of PT. XYZ Bandung is included in the good category. Employees are considered capable of carrying out their duties and responsibilities. In addition, the level of results achieved, quality, and employee efficiency are in the high category. The company supports employee self-development relevant to their work, and employees demonstrate sufficient work enthusiasm in carrying out their work.

Hypothesis Testing

To determine whether there is an influence between the variables of workload and perceived organizational support and the variable of work productivity, both partially and simultaneously, and to draw conclusions in the form of acceptance or rejection of the hypothesis, a hypothesis test was conducted consisting of a partial test (t-test) and a simultaneous test (F-test). The following is a table of the results of the partial test (t-test) that has been conducted by the researcher to determine the partial influence between the independent and dependent variables.

Table 5
Partial Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	60.978	8.407		7.254	.000
	Workload	1.079	.317	.496	3.400	.001
	POS	-.661	.203	-.474	-3.252	.002

a. Dependent Variable: Work Productivity

Source: Processed by the Author, 2025

Based on the partial test results table (t-test), the following is a discussion regarding the influence between the workload variables and perceptions of organizational support and work productivity variables partially.

The Influence of Workload on Work Productivity among Employees in the Operations Department of PT. XYZ Bandung

The t-value for the influence of workload on work productivity was $3.400 > 1.672$ (t-table) with a significance value of $0.001 < 0.05$, indicating that H_0 is rejected and H_a is accepted. This indicates that workload has a positive and significant influence on work productivity among employees in the operations department of PT. XYZ Bandung. This means that the more appropriate the workload provided by the company is to the employee's potential and capacity, the higher work productivity will be. This is in line with research conducted by Mutiadi et al. (2021) and Ahmad et al. (2023), which stated that workload has a positive influence on employee productivity.

The Influence of Perceived Organizational Support on Work Productivity among Employees in the Operations Department of PT. XYZ Bandung

The t-value for perceived organizational support on work productivity was $-3.252 < 1.672$ (t-table) with a significance value of $0.002 < 0.05$, indicating that H_0 was accepted and H_a was rejected. This indicates that perceived organizational support does not significantly influence work productivity among employees in the operations department of PT. XYZ

Bandung. Based on the analysis, it was found that perceived organizational support did not significantly influence work productivity. This indicates that in carrying out their work, employees prioritize fulfilling their duties and responsibilities, without considering organizational support as their primary requirement. These results align with research conducted by Kristiyasari et al. (2023) that found perceived organizational support did not significantly influence work productivity.

The Influence of Workload and Perceived Organizational Support on Work Productivity of Employees in the Operations Department of PT. XYZ Bandung

The following table shows the results of the simultaneous test (F-test) conducted by the researcher to determine the simultaneous influence of the independent and dependent variables.

Table 6
Simultaneous Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1373.141	2	686.571	7.007	.002 ^b
	Residual	5585.259	57	97.987		
	Total	6958.400	59			

a. Dependent Variable: Work Productivity
 b. Predictors: (Constant), POS, Workload

Source: Processed by the Author, 2025

Based on the simultaneous test results table (F test), the following is a discussion regarding the influence between the workload variables and the perception of organizational support and the work productivity variable simultaneously. The calculated F was obtained at $7.007 > 3.16$ (F table) with a significance value of $0.002 < 0.05$ which illustrates that H_0 is rejected and H_a is accepted, meaning that workload and perception of organizational support simultaneously influence work productivity in the operations department employees of PT. XYZ Bandung. This means that employee work productivity is influenced by a combination of the level of workload received and employee perceptions of the support provided by the company, so that controlling these two factors together influences the increase in work productivity of employees in the operations department of PT. XYZ Bandung. This is in line with research conducted by Gulo & Sihombing (2024), which stated that workload and perception of organizational support simultaneously influence work productivity.

The following table shows the results of the coefficient of determination (R^2) test conducted by the researcher to determine the magnitude of the influence of workload and perceived organizational support variables on work productivity simultaneously.

Table 7
Results of the Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.444 ^a	.197	.169	9.899

a. Predictors: (Constant), POS, Workload

Source: Processed by the Author, 2025

Based on the coefficient of determination (R^2) test results, the R^2 value is 0.197. Based on the coefficient of determination interpretation guidelines, this value indicates that workload and perceived organizational support simultaneously influence work productivity

by 19.7%, with a level of influence classified as quite significant. Meanwhile, 80.3% is influenced by other factors not examined in this study.

CONCLUSION

Based on the results of quantitative descriptive data analysis, the workload variable obtained an average value of 3.15 with the criteria of being quite appropriate, which indicates that the workload of employees of the Operations Department of PT. XYZ Bandung is considered quite appropriate, although the work targets are felt to be quite difficult to achieve. The organizational support perception variable obtained an average value of 2.62 with the criteria of being sufficient, which indicates that company support in the aspects of superior attention, appreciation, and working conditions is considered sufficient, but the level of fairness is still not optimal. Meanwhile, the work productivity variable obtained an average value of 3.92 with the criteria of being good, which indicates that employees are able to carry out their duties and responsibilities effectively, with high levels of results, quality, and efficiency, and are supported by sufficient self-development and work enthusiasm.

The results of the study indicate that workload partially has a positive influence on employee work productivity, while perceived organizational support has no influence on employee work productivity. This means that the more appropriate the workload given by the company is to the potential and capacity of employees, the more work productivity will increase. Meanwhile, the lack of influence of perceived organizational support indicates that in carrying out their work, employees focus more on fulfilling tasks and responsibilities, without making organizational support the main requirement. However, both have a simultaneous influence on employee work productivity. This means that controlling these two factors together plays a role in increasing employee work productivity in the Operations Department of PT. XYZ Bandung. Where workload and perceived organizational support simultaneously have an influence on work productivity by 19.7%, with a level of influence that is classified as quite significant. Meanwhile, 80.3% is influenced by other factors not examined in this study.

Based on the research results that have been described, the researcher will provide several suggestions as considerations for PT. XYZ Bandung in making decisions and policies regarding workload, perception of organizational support, and work productivity. In the analysis of workload variable data, based on data obtained through questionnaire distribution, it was found that the target indicator that must be achieved has the lowest value with a fairly heavy criterion, so what the company can do is review the suitability of the target volume with the provided completion time. In addition, in the perception of organizational support variable, the justice indicator has the lowest value with a sufficient criterion. So what the company can do is implement fair policies and decisions for all employees, and increase the level of objectivity of superiors when delivering feedback, especially when conflicts or errors occur. In addition, the company is advised to pay more attention by involving employees in providing input before new policies are implemented. Furthermore, the level of employee work productivity is in the good category, so to increase work productivity there are things that the company can do, namely by improving structured and targeted self-development programs so that employee competencies can be increased, this can be realized by providing job training that is relevant to the challenges and expectations faced by the company. Overall, these steps are expected to have a positive impact on employees by creating more

comfortable and productive working conditions, while minimizing potential losses for the company, so that the company's sustainability and stability can be maintained.

Based on the results of the research conducted and its limitations, future researchers are expected to expand this study with other variables that could potentially influence work productivity, using the results of this study as comparison and reference material. The addition of these variables is expected to provide a more comprehensive picture of other factors that can influence work productivity.

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