

Research Article

Analysis of Time Management, Work Stress, and Job Enrichment on Employee Performance at PT. Tiga Putra Logistik in Sidoarjo

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Abstract

This study aims to evaluate the effect of time management, work pressure, and task enrichment on employee performance at PT. Tiga Putra Logistik located in Sidoarjo. All employees of the company became the population in this study, with 70 respondents selected purposively based on certain criteria. The analysis technique used was multiple linear regression with the Partial Least Square (PLS) approach. The results of the analysis showed that the three variables simultaneously had a significant effect on employee performance. Individually, time management was proven to have a significant positive impact, indicating that good time management can increase productivity. Conversely, work stress had a significant negative effect, where excessive pressure actually decreased performance. On the other hand, job enrichment emerged as the most influential factor in driving increased performance because it provided task variation, meaning in work, and freedom in work, all of which increased motivation and satisfaction.

Keywords: Time Management, Work Stress, Job Enrichment and Performance.

INTRODUCTION

Employee performance holds a vital position in supporting the achievement of a company's strategic goals. In the logistics industry, which is rife with competition and



rapid changes, performance is not merely about meeting production or service targets but becomes the primary benchmark for the success of the overall operational system. Every member of the organization is responsible for maintaining efficiency, punctuality, and service quality. According to Gumilar and Rismawati (2022), the quality of employee performance significantly impacts the continuity of business operations, particularly in service companies that demand speed and accuracy, such as the logistics sector.

However, optimal performance cannot be achieved without proper human resource management. In reality, various obstacles often hinder productivity, such as poor time management, excessive workloads, and monotonous, unstimulating tasks. Juartini (2021) mentioned that psychological pressure, work conflicts, and weak managerial systems are the main causes of declining employee performance across various sectors.

An essential element in supporting performance is the ability to manage time. How employees utilize and organize their work time effectively significantly impacts the quality of their output. Additionally, time management reflects an individual's level of discipline, planning skills, and efficiency in completing tasks. Putra & Ariebowo (2023) emphasize that successful individuals often possess excellent time management skills, as time is an irreplaceable resource.

Furthermore, mental pressure or work-related stress is a significant factor that can disrupt employees' focus and motivation. The imbalance between workload and an individual's capacity to handle it can lead to fatigue, decreased enthusiasm, and even burnout. Buulolo (2021) stated that unmanaged work stress could lead to reduced productivity and work quality, ultimately harming the company as a whole.

To avoid monotony caused by repetitive tasks and lack of motivation, companies can implement a job enrichment approach. This strategy focuses on assigning greater responsibilities, adding challenges to tasks, and enhancing the value of each task, making employees feel that their work is more meaningful. Harbani, Hidayat, and Fauzi (2022) revealed that the implementation of job enrichment can increase work enthusiasm, strengthen employee commitment, and foster higher job satisfaction.

Performance-related issues, such as suboptimal time management, high work pressure, and limited task variety, are also found in PT. Tiga Putra Logistik Sidoarjo. Based on preliminary observations, several employees complained about excessive workloads, inability to meet deadlines, and boredom due to monotonous work routines.

Anggraini, Nasution, and Prayogi (2023) noted that prolonged work pressure and a lack of innovation in job structure could lower employee performance and even lead to a desire to change jobs.

In the logistics sector, heavy workloads and operational systems focused on achieving short-term targets often trigger emotional and psychological pressure. This condition is worsened by weak time management and the lack of opportunities for employee development. Indrayana and Putra (2024) mentioned that a rigid work environment and the absence of job enrichment strategies could cause an imbalance between personal life and work.

The post-pandemic era's development has accelerated the digitalization of work processes, increasing the expectations for employees to work faster and more efficiently. Unfortunately, these demands are often not accompanied by improvements in the work environment or support for stress management. Bela et al. (2023) stated that changes in work systems and digitalization pressures, without adequate adaptation, can cause employees to struggle in managing their time and energy effectively.

Good time management not only involves scheduling but also the individual's ability to set priorities, avoid procrastination, and make quick decisions in dynamic work situations. Dewi (2023) stated that success in time management depends on an individual's competence and adaptive ability to face changes in the work environment.

If work pressure continues without solutions, individual capacity will gradually decrease. Prolonged stress can lead to various health problems, both physical and mental, which negatively impact work productivity. Mijaya and Susanti (2023) highlighted that a lack of effective internal communication and minimal social support at the workplace are the primary causes of chronic stress among employees.

On the other hand, implementing job enrichment has been proven to mitigate the negative impact of work pressure. When individuals find their work meaningful, varied, and autonomous, intrinsic motivation arises, driving performance improvement. Rahmayani, Afuan, and Azka (2025) found that the job enrichment strategy directly impacts performance improvement by fostering a sense of ownership and self-confidence in completing work challenges.

Various previous studies have consistently emphasized the importance of time management, stress management, and job enrichment in enhancing performance. Yoevita and Widjajanti (2022) stated that a combination of human resource

management strategies and effective stress control could increase work satisfaction and productivity. In the logistics industry, which heavily relies on punctuality and efficiency, performance improvement strategies must include a humanistic approach, such as work-life balance and empowerment through challenging job designs. Muktafia (2023) emphasized that psychological well-being and a work structure that promotes employee engagement play a significant role in determining performance and job satisfaction.

Given this background, research is needed to investigate the impact of time management, work stress, and job enrichment on employee performance, particularly at PT. Tiga Putra Logistik Sidoarjo. Prasetya and Siharis (2023) asserted that integrating these three elements into organizational policies can serve as a strategic approach to enhancing human resource effectiveness. This study is expected to make both academic and practical contributions, providing an empirical basis for company management in creating a healthy, productive, and adaptive work environment in the face of challenges. Muliati and Budi (2021) concluded that performance improvement must begin with effective time management, reducing work pressure, and providing relevant work challenges as the foundation for creating a sustainable and efficient work system.

LITERATURE REVIEW

Time Management

Time management refers to a series of activities that involve the process of planning, organizing, and controlling the use of time efficiently in order to complete various tasks optimally. According to Muliati, L., & Budi, A. (2021), an individual's ability to manage time significantly influences the achievement of more systematic and structured tasks. This ability becomes crucial in supporting performance, as it helps a person avoid procrastination and maximize the use of work time. Putra & Ariebowo (2023) also emphasize that organized time management allows an individual to establish priorities, so more important tasks can be completed first without neglecting other responsibilities. This strategy has been proven effective in supporting the achievement of goals both individually and organizationally.

Research conducted by Putra and Ariebowo (2023) supports this statement, showing that employees with good time management skills tend to exhibit higher levels of productivity compared to those who do not have effective time management strategies.

In a professional context, particularly in the logistics sector that emphasizes accuracy and efficiency, time management skills are one of the essential competencies that employees must possess. Dewi (2023) revealed that employees who are trained in time management tend to have stable work performance and are more resilient to high work pressure. In line with this, Yoevita and Widjajanti (2022) stated that good time management also plays a role in reducing workplace stress and increasing job satisfaction, which directly or indirectly contributes to improved productivity.

Work Stress

Work stress is an individual's response, both physically and emotionally, that occurs when there is an imbalance between job demands and the personal capacity or ability to cope. Robbins and Judge (2017) describe work stress as a condition of pressure that arises when the workload exceeds an individual's competencies or resources. If not properly addressed, this stress can interfere with decision-making, reduce work motivation, and potentially lead to mental health issues.

According to Gumilar and Rismawati (2022), high psychological pressure in the workplace significantly impacts the decline in employee performance, both in terms of quality and quantity. Employees who are constantly under stress tend to experience mental exhaustion, difficulty focusing, and are more prone to making mistakes in carrying out their tasks. Buulolo (2021) also indicated that excessive workloads and poor work relationships exacerbate employees' psychological conditions, negatively affecting their morale and work effectiveness.

On the other hand, a conducive work environment and a flexible work system can be solutions to reduce stress in the workplace. Juartini (2021) showed that effective stress management can help maintain emotional stability and increase individual productivity. Anggraini, Nasution, and Prayogi (2023) also emphasized that maintaining a balance between work and personal life is important in creating a healthy, comfortable, and performance-supporting work environment.

Job Enrichment

Job enrichment is a managerial strategy aimed at increasing employee motivation and sense of responsibility toward their work by providing more varied tasks and increasing the level of responsibility. According to Hackman and Oldham (1980), job

design that includes elements such as skill variety, task significance, autonomy, and feedback can foster meaning in the work, which ultimately strengthens intrinsic motivation.

Rahmayani, Afuan, and Azka (2025) revealed that a challenging work structure can increase employees' emotional attachment to their jobs, leading to improved performance. In the logistics industry, which often involves repetitive tasks, the application of job enrichment becomes highly relevant to prevent boredom and maintain work enthusiasm. This finding is supported by Wijaya (2022), who showed that job enrichment can add variety to daily routines, keeping employees' motivation stable. Furthermore, Muktafia (2023) stated that job enrichment also contributes to enhancing employees' psychological well-being. The higher the level of involvement in meaningful tasks, the greater the sense of appreciation felt by employees, which in turn motivates them to perform their best. Harbani, Hidayat, and Fauzi (2022) even recommend combining job enrichment with other methods such as job rotation and job enlargement to create an adaptive work environment that can meet employees' development needs continuously.

Employee Performance

Employee performance can be defined as the extent to which an individual successfully carries out their tasks and responsibilities based on the standards set by the organization. Mangkunegara (2015) mentioned that performance is the result of a combination of ability, motivation, and an individual's perception of their work. When these three aspects function optimally, the results of the work will also be maximized.

Muliati and Budi (2021) in their research state that factors such as time management, occupational health, and safety play important roles in shaping effective performance, as they create a conducive work environment and promote the achievement of targets efficiently. Meanwhile, Prasetya and Siharis (2023) emphasize that strong motivational drives, the ability to manage time, and stress control are crucial combinations in determining work performance, particularly for individuals who hold dual roles, such as students who also work.

According to Kurniawan and Al Rizki (2022), it is important for companies to recognize the psychological and environmental factors that may hinder employee performance and take strategic steps to address them. By creating a balance between

workload and support from the organization, employee performance can be maintained well, even in high-pressure work conditions.

METHOD

This study adopts a quantitative approach as the basis for data collection and analysis, with the main objective of testing the influence of independent variables—namely time management, work stress, and job enrichment—on the dependent variable of employee performance. This approach is chosen because it provides objective and measurable results, and allows for the use of statistical methods to draw conclusions that can be applied to a broader population. The study uses an explanatory method, which aims to identify cause-and-effect relationships between variables based on hypotheses established beforehand.

The population in this study includes all active employees at PT. Tiga Putra Logistik Sidoarjo. Considering the limitations of time and resources, the researcher sets the sample size at 70 respondents. The sampling technique used is purposive sampling, which involves selecting samples based on specific criteria set by the researcher. One of the criteria is that the employee must be a permanent staff member with at least one year of tenure, ensuring that respondents have enough experience to accurately assess each of the research variables.

Data analysis is conducted using multiple linear regression to determine the effect of each independent variable on the dependent variable, both simultaneously and partially. The analysis process is assisted by SPSS software. Before proceeding to the regression stage, validity and reliability tests are performed to ensure that the instruments used are valid and consistent. Additionally, classical assumption tests such as normality, multicollinearity, and heteroscedasticity are conducted to ensure that the data meet the necessary statistical requirements, so that the analysis results can be trusted.

RESULT AND DISCUSSION

Multiple linear regression analysis is applied to measure the magnitude of the influence of the variables Time Management (X_1), Work Stress (X_2), and Job Enrichment (X_3) on the dependent variable, namely Employee Performance (Y). With this analysis, the influence of each variable can be analyzed either partially or simultaneously on the

dependent variable. The calculation was carried out using SPSS version 25 software, and the results are presented in the following table:

Table 1. Multiple Linear Regression Analysis

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	8.080	1.780		4.539	.000
1 Time Management (X ₁)	.101	.046	.168	2.193	.031
Job Stress (X ₂)	-.148	.047	-.206	-3.127	.002
Job Enrichment (X ₃)	.571	.072	.606	7.887	.000
a. Dependent Variable: Employee performance					

Based on the data in Table 1, the following multiple linear regression model is obtained:

$$Y = 8.080 + 0.101X_1 - 0.148X_2 + 0.571X_3$$

According to the regression equation results, the constant value of 8.080 indicates that if all independent variables—namely time management, work stress, and job enrichment—are at zero, the employee performance value is estimated to remain at 8.080. This value reflects the influence of other factors outside the variables analyzed in the study.

The coefficient for the time management variable (X₁) is 0.101, indicating that an improvement of one unit in time management ability will lead to an increase in employee performance by 0.101 units, assuming other variables remain unchanged. The significance value of 0.031 reinforces that this effect is positive and statistically significant.

Meanwhile, the coefficient for work stress (X₂) is -0.148, meaning that an increase in work stress by one level will result in a decrease in performance by 0.148 units. The negative sign indicates an inverse relationship between stress and performance. The very low significance value of 0.002 shows that this effect is significant and warrants attention.

For the job enrichment variable (X₃), the coefficient is 0.571, meaning that each one-unit increase in job enrichment will lead to an improvement in employee

performance by 0.571 units. The significance value of 0.000 indicates that this effect is very strong and significant, further emphasizing that job enrichment plays a dominant role in driving improved employee performance.

Hypothesis Testing

1. Simultaneous Analysis (F Test)

The results of the F Test analysis with the help of the SPSS program obtained the following results:

Table 2. Simultaneous Test (F Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	189.970	2	94.985	35.482	.000 ^b
	Residual	267.699	100	2.677		
	Total	457.670	102			
a. Dependent Variable: Employee performance						
b. Predictors: (Constant), Job Enrichment, Work stress, Time Management						

Source: Researcher 2025

From the table, the F value is 35.482 with a significance level (Sig.) of 0.000. Because this significance value is far below the general limit of 0.05, it can be concluded statistically that the multiple linear regression model that combines the variables of Time Management, Work Stress, and Job Enrichment simultaneously has a significant effect on Employee Performance

2. Partial Analysis (t-Test)

Table 3 Partial Test (t-Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	8.080	1.780	4.539	.000
	Time Management (X ₁)	.101	.046	.168	.031
	Job Stress (X ₂)	-.148	.047	-.206	.002
	Job Enrichment (X ₃)	.571	.072	.606	.000

a. Dependent Variable: Employee performance

Based on the results of the t-test, the Time Management variable (X_1) shows a positive and significant effect on employee performance, with a t count of 2.193 and a significance of 0.031. This shows that the ability to manage time through planning and prioritization contributes to improved performance.

On the other hand, the Job Stress variable (X_2) has a t count of -3.127 and a significance of 0.002, indicating a significant negative effect. The higher the level of stress, the lower the employee's performance due to impaired concentration and motivation.

Job Enrichment (X_3) is the most influential variable with a t count of 7.887 and a significance of 0.000. Work that is varied, meaningful, and provides high autonomy has been shown to significantly increase motivation and work effectiveness.

Discussion**The Effect of Time Management on Employee Performance**

This study found that time management has a positive and significant effect on employee performance. This is supported by Muliati and Budi (2021), who state that good time management improves work efficiency, particularly in the construction sector. Prasetya and Siharis (2023) further emphasize that time management is essential for part-time workers to balance academic activities and work. Yoevita and Widjajanti (2022) also highlight that time management affects job satisfaction and work outcomes, in line with Putra & Ariebowo (2023), who state that effective time management helps in completing tasks quickly and accurately.

The Effect of Work Stress on Employee Performance

The research findings show that work stress has a negative and significant effect on performance. Ariansy and Kurnia (2022) state that high stress reduces work effectiveness, especially if not supported by a good environment and incentives. Kurniawan and Al Rizki (2022) also found that excessive pressure reduces employee productivity. Mudrika et al. (2021) highlighted that workplace pressure diminishes focus, while Bela et al. (2023) mention that the inability to manage time and pressure

triggers stress that impacts performance, both in academic and professional contexts.

The Effect of Job Enrichment on Employee Performance

Job enrichment has been shown to have a positive and significant effect on performance. Rahmayani et al. (2025) state that task variation and greater responsibilities increase job satisfaction and a sense of ownership. Wijaya (2022) also demonstrates that job enrichment encourages motivation and job satisfaction. Arisuciningtyas (2023) mentions that the combination of job enrichment and job enlargement increases opportunities for self-development. Muktafia (2023) adds that job enrichment plays a role in creating psychological well-being that supports performance improvement, especially when supported by a reward system and a conducive work environment.

CONCLUSION

Based on the results obtained from the analysis using PLS, several conclusions can be drawn. The multiple linear regression analysis revealed that time management, work stress, and job enrichment collectively contribute significantly to either improving or decreasing employee performance. Time management is found to have a positive and significant correlation with performance. Employees who efficiently manage their time—from planning and scheduling to prioritizing tasks—tend to show better work performance. On the other hand, work stress has a negative and significant impact on employee performance. High workloads and emotional pressure hinder concentration and enthusiasm, ultimately affecting productivity. Among the factors studied, job enrichment emerged as the most dominant factor influencing performance. When employees are provided with task variation, meaningful work, and autonomy in decision-making, it directly boosts their motivation, job satisfaction, and overall work outcomes.

Recommendations

It is recommended that management provide training or guidance on effective time management techniques, such as creating to-do lists, time blocking, or using task management apps. Additionally, implementing a stress management program, including counseling sessions, sufficient breaks, and proportional workload

distribution, is necessary to prevent excessive pressure on employees. Lastly, the company should consider redesigning jobs to make them more meaningful and challenging. Offering additional responsibilities, opportunities for decision-making, and recognition for achievements can significantly enhance employees' sense of ownership and work enthusiasm.

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