The Effect of Work Stress and Digital Work Ability on Employee Performance with Work Motivation as Intervening Variable

Roksi Setyabakti[1] & Nurhidayati[2]

[1]Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: roksisetyabakti.std@unissula.ac.id

[2]Faculty of Economic, Universitas Islam Sultan Agung (UNISSULA) Semarang, Indonesia, E-mail: nurhidayati@unissula.ac.id

Abstract. This study aims to examine the influence of job stress, digital work skills, and work motivation on employee performance, as well as the influence of job stress and digital work skills on employee performance, with work motivation as an intervening variable. The research model was tested on 236 employees at the Ministry of Religious Affairs Office in Semarang Regency. The sampling method used simple random sampling, and data analysis was conducted using SEM-PLS. The results showed that employee performance was partially influenced by job stress, digital work skills, and work motivation. Overall, employee performance variables were influenced by job stress, digital work skills, with work motivation as an intervening variable.

Keywords: Digital; Employee; Motivation; Performance.

1. Introduction

The performance of the State Civil Apparatus (ASN) is a key factor in the success of governance and public services in Indonesia. In the era of globalization and increasing public demands, ASN are required to be professional, competent, and have integrity. Bureaucratic reform is a crucial agenda to improve the efficiency and effectiveness of ASN performance. One key focus is improving the quality of public services. ASN are expected to provide fast, accurate, and transparent services, as well as be responsive to public needs. The application of information technology is one effort to improve the efficiency and effectiveness of public services.

The achievement or success of an organization is closely related to the performance of its human resources. Employee performance is a key factor in any organization; high employee performance is essential for organizational success.

One factor for improving human resource performance in an organization is fostering work enthusiasm by providing motivational encouragement, whether from within (intrinsic motivation) or from outside (extrinsic motivation). Intrinsic motivation refers to motives that become active or functional without external stimulation, as each individual already possesses an intrinsic drive to perform (Nazah and Nafil 2021).

A study related to motivation on employee performance, according to Kurniawan and Al Rizki (2022), discusses the influence of work motivation on employee performance, where the results prove that motivation has a significant effect on employee performance. This research is also supported by the results of research conducted by Sembiring et. al. (2021), Maharani et. al. (2022), Tupti et. al. (2022), Pratiwi and Bagia (2021), and Prayetno and Darmilisani (2024), which state that work motivation has a significant effect on employee performance.

Meanwhile, according to Jannah and Endratno (2017), intrinsic and extrinsic motivation have no effect on HR performance. This finding is supported by Putra, Herawati, and Kurniawan (2022), who argue that intrinsic motivation has no effect on HR performance.

Another factor that can influence the rise and fall of a person's performance is work stress. Next, regarding the variable of work stress on employee performance, according to Abidin and Wati (2023), they discussed the influence of work stress on employee performance, where the results proved that work stress significantly impacted employee performance. This research is also supported by the results of research conducted by Buulolo et al. (2021) and Kurniawan and Al Rizki (2022), which stated that work stress significantly impacts employee performance.

Meanwhile, according to Winoto and Perkasa (2024), work stress does not significantly impact employee performance. This finding is supported by research conducted by Valencia and Rinamurti (2024) and Rossa et al. (2024), which concluded that work stress does not impact employee performance.

In addition to these two factors (work motivation and job stress), employee performance can also be considered based on employee work ability. Previous research conducted by Sembiring et al. (2021) discussed the influence of work ability on employee performance, where the results proved that work ability significantly influences employee performance. This research is also supported by the results of research conducted by Prayetno and Darmilisani (2024), Mardikaningsih and Arifin (2023), Maharani et al. (2022), and Pratiwi and Bagia (2021), which stated that work ability significantly influences employee performance.

Meanwhile, according to Santoso and Meriana (2024), work ability does not significantly influence employee performance. This finding is supported by research conducted by Lesmana et al. (2024), Haryono and Warso (2017), and Pratama and Wardani (2017), which concluded that work ability does not influence employee performance.

This research will be conducted at the Ministry of Religious Affairs (Kemenag) in Semarang Regency, where the office that serves the public's aspirations in religious matters naturally has different performance values in the eyes of the public. The performance of State Civil Apparatus (ASN) at the Ministry of Religious Affairs (Kemenag) in Semarang Regency is a crucial focus in efforts to improve the quality of public services in the religious sector. In the era of digital transformation and increasing public demands, ASN Kemenag Semarang Regency is faced with the challenge of adapting and improving their performance. These

performance improvement efforts are inseparable from the drive to achieve faster, more accurate, and more transparent services, in line with the spirit of bureaucratic reform.

One of the main focuses is strengthening functional positions, which is expected to improve the professionalism and competence of ASN in carrying out their duties. ASN Ministry of Religion Semarang Regency must be able to navigate complex social dynamics. Issues such as radicalism, intolerance, and the spread of hoaxes on social media present unique challenges. This is where the role of civil servants (ASN) in disseminating the values of religious moderation becomes crucial. Improving civil servant competency is also a key focus. Through training, workshops, and continuing education, the Semarang Regency Ministry of Religious Affairs strives to improve the capacity of civil servants in various areas, from public service and financial management to understanding contemporary religious issues.

Furthermore, the Semarang Regency Ministry of Religious Affairs civil servants (ASN) play a crucial role in disseminating the values of religious moderation within the community through various outreach activities, training, and interfaith dialogue. They also improve reporting and performance information through coordination meetings on information provision and publication of performance achievements. Overall, improving the performance of the Semarang Regency Ministry of Religious Affairs civil servants is part of a continuous effort to provide the best service to the community and realize the Ministry of Religious Affairs' vision of building a religious, moderate, and quality society.

Furthermore, synergy with various parties, such as religious leaders, community organizations, and local governments, is also key to success. Civil servants at the Semarang Regency Ministry of Religious Affairs must be able to build strong networks to expand service reach and improve the effectiveness of implemented programs. In the context of education, the role of civil servants at the Ministry of Religious Affairs is vital in improving the quality of madrasahs. Efforts such as improving teacher competency, providing adequate facilities, and overseeing the curriculum are part of the effort to produce a young generation with noble character and high achievements. Currently, many weaknesses and problems remain at the Semarang Regency Ministry of Religious Affairs Office, including the following.

2. Research Methods

This research was conducted to test a hypothesis with the aim of confirming or strengthening the hypothesis, which can ultimately strengthen the theory used as a basis. The type of research used is associative explanatory research, which aims to determine the relationship between two or more variables (Zulganef, 2018). This study seeks a causal relationship between the independent variables, namely work stress and digital work skills, and the dependent variables, namely employee performance and work motivation, which serve as intervening variables. Primary data is research obtained directly from the original source (without intermediaries) and the data is collected specifically to answer research questions that align with the researcher's desires (Fuad Mas'ud, 2004). This primary data is specifically collected for the needs of ongoing research. The primary data in this study is data on the

social profile and identification of respondents, containing respondent data related to respondent identity and social conditions such as: age, gender, last education and length of service, furthermore related to motivation, leadership roles, training and human resource performance. Secondary data is data collected from previously existing data, usually data that has been used by previous researchers or collected by related agencies. According to Arikunto (2013) secondary data is data obtained from graphic documents (tables, notes, meeting minutes, SMS, etc.), photographs, films, video recordings, objects and others that can enrich primary data. Meanwhile, according to Husein Umar (2013) explains that secondary data is primary data that has been further processed and presented either by the primary data collector or by other parties, for example in the form of tables or diagrams. Meanwhile, according to Sugiyono (2016) secondary data is data that is not directly received by the data collector, it can be through other people or through documents.

3. Results and Discussion

Respondent characteristics are used to see the various types of respondents taken by researchers, by looking at gender, age (years), last education, and length of service.

1) Gender

Based on the data on self-identity filling in the questionnaire by respondents, the following respondent data can be obtained based on gender:

Respondents by Gender

Gender	Amount	Percentage
Man	107	45%
Woman	129	55%
Total	236	100%

Source: Researcher Analysis, 2025

Based on the table above, the characteristics of respondents based on gender in this study show that there were 107 male respondents and 129 female respondents, with a total number of respondents of 236 people.

2) Age (Years)

Based on the data on self-identity filling in the questionnaire by respondents, the following respondent data can be obtained based on age (years):

Respondents by Age (Years)

Age (Years)	Amount	Percentage
Less than 25	0	0%
26 – 35	17	7%
36 – 45	41	17%
46 – 55	127	54%
More than 56	51	22%
Total	236	100%

Source: Researcher Analysis, 2025

Based on the table above, the characteristics of respondents in this study were dominated by respondents aged 46-55 years, with a total of 127 respondents, or 54% of the total number of respondents. Meanwhile, the fewest respondents by age were respondents aged 26-35 years, with 17 respondents, or 17% of the total number of respondents.

3) Last education

Based on the data on self-identity in the questionnaire by respondents, the following data can be obtained regarding respondents based on their last education:

Respondents Based on Last Education

Last education	Amount	Percentage
High School/Equivalent	9	4%
3-year diploma	2	1%
Bachelor degree	167	70%
Strata-2	59	25%
Total	**236**	**100%**

Source: Researcher Analysis, 2025

Based on the table above, the characteristics of respondents based on their highest education are dominated by undergraduate (S1) graduates, with the number of respondents reaching 166 respondents or 70% of the total. Meanwhile, 59 respondents have a Master's (S2) level of education, 2 respondents have a Diploma-3 (D3) level of education, and 9 other respondents are high school graduates/equivalent.

4) Length of work

Based on the data on self-identity in the questionnaire by respondents, the following data can be obtained based on the length of service:

**Respondents Based on Length of Service (Years)**

Length of Service (Years)	Amount	Percentage
Less than 2	39	16%
3 – 6	13	5%
7 – 15	7	3%
16 – 30	165	70%
More than 31	12	5%
Total	**236**	**100%**

Source: Researcher Analysis, 2025

Based on the table above, the characteristics of respondents, as seen from their length of service, are dominated by respondents who have worked for 16 to 30 years, namely 165 respondents, or 70% of the total number of respondents. Meanwhile, the number of respondents who have worked for less than 2 years is 39 respondents.

Quantitative hypothesis testing using PLS-SEM explains the relationship between digital work ability and job stress on employee performance, with work motivation as an intervening

variable. The results of a full model run test using SmartPLS software yielded the following model:
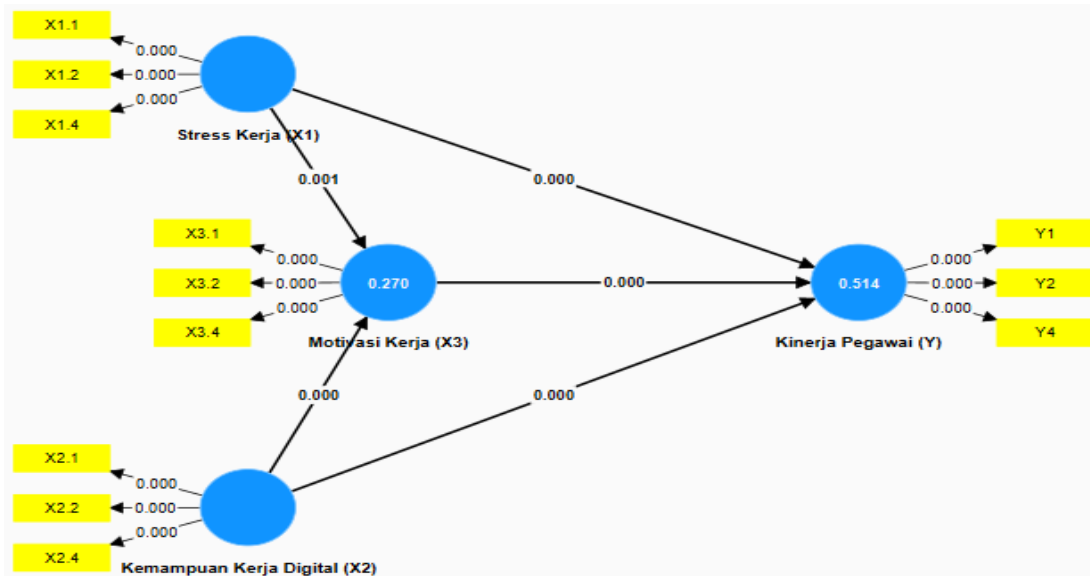
Full Structural Model

The figure above shows a structural model explaining the relationship between the variables of digital work capability and job stress on employee performance, with work motivation as an intervening variable. The results of the relationship testing are shown in the following table:

Hypothesis Test Results

Hypothesis	Influence	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Value	Conclusion
H1	Work Stress→Work motivation	0.280	0.278	0.088	3,198	0.001	Receive H1
H2	Digital Work Skills→Work motivation	0.300	0.305	0.080	3,771	0.000	Receive H2
H3	Work motivation→Employee Performance	0.320	0.320	0.067	4,786	0.000	Receive H3
H4	Work Stress→Employee Performance	0.340	0.340	0.075	4,522	0.000	Receive H4
H5	Digital Work Skills→Employee Performance	0.212	0.214	0.061	3,493	0.000	Receive H5

Source: Researcher Analysis, 2025

In PLS, statistical testing of each hypothesized relationship is performed using simulation. In this case, the Bootstrap method is used on the sample. Bootstrap testing is also intended to minimize the problem of abnormality in research data. The results of the Bootstrap test from the PLS analysis are as follows:

Hypothesis Test 1. The Effect of Job Stress on Work Motivation

From the results of the hypothesis test, it is known that the path coefficient is 0.280 and the P-Values that form the influence of Work Stress on Work Motivation are 0.001 plus a positive T-Statistic value of 3.198, thus these results are in accordance with the rule of thumb where P-Value <0.05 and T-Statistic> 1.98. So it can be stated that Work Stress has a significant positive effect on Work Motivation at the Ministry of Religion Office of Semarang Regency and can be accepted.

Hypothesis Test 2. The Effect of Digital Work Ability on Work Motivation

From the results of the hypothesis test, it is known that the path coefficient is 0.300 and the P-Values that form the influence of Digital Work Ability on Work Motivation are 0.000 plus a positive T-Statistic value of 3.771, thus these results are in accordance with the rule of thumb where P-Value <0.05 and T-Statistic> 1.98. So it can be stated that Digital Work Ability has a significant positive effect on Work Motivation at the Ministry of Religion Office of Semarang Regency which can be accepted.

Hypothesis Test 3. The Influence of Work Motivation on Employee Performance

From the results of the hypothesis test, it is known that the path coefficient is 0.320 and the P-Values that form the influence of Work Motivation on Employee Performance are 0.000 plus a positive T-Statistic value of 4.786, thus these results are in accordance with the rule of thumb where P-Value <0.05 and T-Statistic> 1.98. So it can be stated that Work Motivation has a significant positive effect on Employee Performance at the Ministry of Religion Office of Semarang Regency and can be accepted.

Hypothesis Test 4. The Effect of Job Stress on Employee Performance

From the results of the hypothesis test, it is known that the path coefficient is 0.340 and the P-Values that form the influence of Work Stress on Employee Performance are 0.000 plus a positive T-Statistic value of 4.522, thus these results are in accordance with the rule of thumb where P-Value <0.05 and T-Statistic> 1.98. So it can be stated that Work Stress has a significant positive effect on Employee Performance at the Ministry of Religion Office of Semarang Regency and can be accepted.

Hypothesis Test 5. The Effect of Digital Work Skills on Employee Performance

From the results of the hypothesis test, it is known that the path coefficient is 0.212 and the P-Values that form the influence of Digital Work Ability on Employee Performance are 0.000 plus a positive T-Statistic value of 3.493, thus these results are in accordance with the rule of

thumb where P-Value <0.05 and T-Statistic> 1.98. So it can be stated that Digital Work Ability has a significant positive effect on Employee Performance at the Ministry of Religion Office of Semarang Regency which can be accepted.

DISCUSSION:

1) Influence Job Stress on Work Motivation

The results of the study indicate that Job Stress has a significant positive effect on Work Motivation. This is evidenced by a path coefficient of 0.280 and a P-value of 0.001 > 0.05, plus a T-Statistic value (3.198) < t table (1.98). This can be interpreted that the higher a person's ability to manage work stress, the higher their work motivation.

The results of this study are in line with research conducted by Lubis et al., (2022), Yuwenda and Heryanda (2022), Nanda and Sugiarto (2020), Andriani et. al. (2020), Dharma et. al. (2020), and Nadiaty et. al. (2019), which stated that work stress influences work motivation, where in this study, work stress influences work motivation. The results of this study support previous research that stated that work stress has a significant effect on work motivation.

Based on these results, it can be concluded that employees who can manage their work stress levels will have a higher level of motivation. This aligns with the findings of civil servants at the Semarang Regency Ministry of Religious Affairs Office, who are often faced with centrally-mandated deadlines. They are required to complete their work, and superiors sometimes fail to recognize their individual abilities.

2) Influence The Impact of Digital Work Ability on Work Motivation

The results of the study indicate that Digital Work Ability has a significant positive effect on Work Motivation. This is evidenced by a path coefficient of 0.300 and a P-Value of 0.000 > 0.05, plus a T-Statistic value (3.771) < t table (1.98). This can be interpreted that the higher the digital work ability, the higher the employee's work motivation.

The results of this study align with those conducted by Pratiwi (2024) and Ramdani and Nurdin (2021), which found that digital work skills influence work motivation. This study supports previous research that found digital work skills significantly influence work motivation.

Based on these results, it can be concluded that employees with the highest digital work skills will also exhibit high levels of work motivation in their performance. This is because as they learn digital applications to meet work deadlines, they develop a sense of motivation to continue learning.

3) Influence Work Motivation on Employee Performance

The results of the study indicate that work motivation has a significant positive effect on employee performance. This is evidenced by a path coefficient of 0.320 and a P-value of 0.000

> 0.05, plus a T-statistic value (4.786) < t table (1.98). This means that the higher the work motivation, the higher the employee performance.

The results of this study align with those conducted by Kurniawan and Al Rizki (2022), Sembiring et al. (2021), Maharani et al. (2022), Tupti et al. (2022), Pratiwi and Bagia (2021), and Prayetno and Darmisilani (2024), which stated that work motivation influences employee performance. In this study, work motivation significantly influences employee performance. These results support previous research that found work motivation significantly influences employee performance.

Based on these results, it can be concluded that employees with higher work motivation also have higher performance. This is because their enthusiasm for completing tasks through digital applications, which they initially lacked, leads to improved performance.

4) The Effect of Work Stress on Employee Performance

The results of the study indicate that Job Stress has a significant positive effect on Employee Performance. This is evidenced by a path coefficient of 0.340 and a P-Value of 0.000 > 0.05, plus a T-Statistic value (4.522) < t table (1.98). This can be interpreted that the higher a person manages work stress, the higher their employee performance.

The results of this study align with those conducted by Abidin and Wati (2023), Buulolo et al. (2021), and Kurniawan and Al Rizki (2022), which stated that work stress affects employee performance. This study supports previous research that found work stress significantly impacts employee performance.

Based on these results, it can be concluded that employees who can manage their work stress levels will have a higher performance. This is evident in the maturity of those with 20 years of service, who are calmer in managing the relationship between work stress and improved performance.

5) Influence The Impact of Digital Work Skills on Employee Performance

The results of the study indicate that Digital Work Ability has a significant positive effect on Employee Performance. This is evidenced by a path coefficient of 0.212 and a P-Value of 0.000 > 0.05, plus a T-Statistic value (3.493) < t table (1.98). This can be interpreted that the higher the digital work ability, the higher the employee performance.

The results of this study align with research conducted by Semilia and Soemaryai (2025) and Phitoeng (2023), which found that digital work skills influence employee performance. This study supports previous research that found digital work skills significantly influence employee performance.

Based on these results, it can be concluded that employees with the highest digital work skills will have a significant impact on employee performance. This is because employees who

master technology feel more confident and independent in carrying out their duties, which can increase job satisfaction, which directly impacts overall performance.

4. Conclusion

The research problem is formulated as follows: "Job Stress and Digital Work Ability as Determining Factors in Employee Performance, with Work Motivation as a Mediator." The objective of this study is to describe and analyze job stress and digital work ability as determining factors in performance, with work motivation as a mediator. To analyze the relationship between these variables, this study uses SmartPLS (Partial Least Square). Based on the research and data processing that has been carried out, the following conclusions were obtained: Work stress has a positive effect on work motivation at the Ministry of Religion Office in Semarang Regency, meaning that if work stress increases, it will affect the increase in work motivation. Digital Work Ability has a positive effect on Work Motivation at the Ministry of Religion Office of Semarang Regency, meaning that if digital work ability increases, it will affect the increase in work motivation. Work motivation has a positive effect on employee performance at the Ministry of Religion Office, Semarang Regency, meaning that if work motivation increases, it will affect the increase in employee performance. Work stress has a positive effect on employee performance at the Ministry of Religion Office, Semarang Regency, meaning that if work stress increases, it will affect the increase in employee performance. Digital Work Skills have a positive impact on employee performance at the Semarang Regency Ministry of Religion Office, meaning that if digital work skills increase, it will affect employee performance.

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