

Research Article

The Influence of Work Stress and Employee Engagement on Job Satisfaction of Civil Servants in the Service Section of UPT Klinik Utama Sungai Bangkong West Kalimantan Province

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ABSTRACT

This study aims to investigate the influence of work stress and employee engagement on job satisfaction among civil servants in the Service Section of UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. A quantitative approach with an associative research method was employed. The population comprised all 89 civil servants working in the Service Section. Given the relatively small population size, a saturated sampling technique was used, meaning the entire population served as the research sample. Data were collected through structured questionnaires and analyzed using multiple linear regression with the assistance of SPSS software. The findings reveal that work stress has a negative and statistically significant effect on job satisfaction, whereas employee engagement has a positive and statistically significant effect. Furthermore, the two independent variables jointly have a significant effect on job satisfaction. These results highlight the critical importance of managing occupational stress and fostering employee engagement to enhance job satisfaction and improve the overall effectiveness of public service delivery.

Keywords: Work Stress; Employee Engagement; Job Satisfaction

1. INTRODUCTION

UPT Klinik Utama Sungai Bangkong, West Kalimantan Province, was formerly the first Mental Hospital in West Kalimantan, built by the Dutch government in 1939. It is located at Jalan Alianyang No. 01, Sungai Bangkong Sub-district, Pontianak Kota District. Based on West Kalimantan Governor Regulation No. 158 of 2021 concerning the establishment, organizational structure, duties and functions, and working procedures of UPT Klinik Utama Sungai Bangkong, the institution is led by a Head of UPT who is directly responsible to the Governor of West Kalimantan through the Head of the Health Department. From 2022 until now, the UPT has been led by Dr. Antonius Decky. UPT Klinik Utama Sungai Bangkong is a type A health facility, in accordance with the regulation, whose main task is to provide health services. The clinic also supports the roles of the Regional Personnel Agency (BKD), Indonesian National Police, and Attorney General's Office in conducting mental health examinations and drug tests for crime investigation, rehabilitation, and recruitment of new government employees. Puskesmas is a healthcare facility used to provide various health services, including promotive, preventive, curative, and rehabilitative care, which is administered by the local government or the community (Lestari & Mahdi, 2024).

The number of civil servants in UPT Klinik Utama Sungai Bangkong is largely concentrated in the Service Section, comprising 56.33% of PNS (civil servants), and 62.96% of non-PNS employees. Civil servant absenteeism from 2021 to 2023 has fluctuated. In 2021, the absentee rate was 0.27%, which decreased significantly to 0.23% in 2022 (a decline of 14.81%). However, in 2023, it increased again to 0.29% (an increase of 26.09% from the previous year). These fluctuations in absenteeism may directly affect employee job satisfaction. According to Mangkunegara (2015), Work stress that is not properly managed can affect employees' psychological and physiological conditions, ultimately increasing absenteeism due to fatigue, demotivation, and health issues. Job satisfaction is influenced by various factors, one of which is workload (Hasibuan 2020). Excessive workload can lead to fatigue, stress, and dissatisfaction at work. As shown in **Table 1**, the number of patient visits at UPT Klinik Utama Sungai Bangkong from 2021 to 2023 is as follows:

Table 1. Outpatient Visits from 2022–2024

Year	Number of Patient Visits
2022	29.101
2023	30.838
2024	30.906

Source: UPT Klinik Utama Sungai Bangkong Provinsi Kalimantan Barat, 2025

Based on **Table 1** shows that the number of visits to UPT Klinik Utama Sungai Bangkong in West Kalimantan Province has increased annually. In 2023, there was a 5.97% increase, followed by a further rise of 2.20% in 2024. The Public Satisfaction Index is one of the important indicators used to assess the quality of service delivered by employees to the public. A high index reflects positive public satisfaction with the services received. According to Zainuddin (2019) mentioned that Employee engagement is one of the key factors influencing public service quality and the Public Satisfaction Index (IKM), because actively engaged employees tend to provide better and more responsive services.

In the workplace, every employee certainly has different perceptions of their job. One of the things that influence this perception is job satisfaction. Job satisfaction is essential not only for maintaining employees' work spirit but also for organizational productivity and loyalty. Job satisfaction can vary depending on the nature of one's job (Bhastary, 2020). According to Haris, in Novandra et al. (2025), further emphasized that job satisfaction is a crucial factor that organizations must consider due to its substantial impact on overall performance. Job satisfaction arises from multiple factors, such as the work environment, reward systems, interpersonal relationships, and leadership style. According to Oly et al. (2024), positive feelings derived from these elements are key indicators of job satisfaction. However, in reality, not all employees experience ideal working conditions. Often, job pressure becomes a trigger for stress, which in turn affects job satisfaction.

Work stress is a condition frequently encountered by employees, particularly when workloads exceed their capacity or available resources. Managing work-related stress is essential for maintaining employee morale and productivity (Supandi & Mahdi, 2024). According to Radiah (2023) explained that work stress can disrupt an employee's thinking process and emotions, which may hinder organizational goals. This is supported by Hasan et al. (2022), who stated that stress arises when job demands surpass an individual's capabilities, potentially leading to serious psychological and health problems if not addressed properly. According to Steven & Prasetyo (2020) also warned that continuous pressure could have detrimental effects on employees' physical and mental well-being.

On the other hand, employee engagement also plays a critical role in shaping job satisfaction. Robinson, Perryman, & Hayday in Anggreana et al (2015) noted that employee engagement reflects a positive attitude toward organizational values and goals. According to Robbins & Judge in Syelvy & Siddiq (2024) added that employee engagement is closely linked with enthusiasm and job satisfaction. Mujiasih in Wibawa & Soedarsono (2016) also viewed employee engagement as a vital factor in employee retention, customer satisfaction, and organizational performance.

Based on an interview with the Head of the Service Section at UPT Klinik Utama Sungai Bangkong, Mrs. Rosana, it was found that unexplained absences (α) still frequently occur. One reason is employees' declining health conditions, possibly due to fatigue and work-related stress. In addition to health and stress-related absences, the UPT Head also acknowledged that a high workload contributes to physical and mental fatigue among employees. As an effort to reduce work stress and fatigue, the UPT has initiated weekly wellness programs, such as group exercise and communal breakfast every Friday from 07.00 to 09.00 AM. Based on these phenomena, the researcher is interested in conducting a study entitled: "The Influence of Work Stress and Employee Engagement on Job Satisfaction among Civil Servants in the Service Section of UPT Klinik Utama Sungai Bangkong, West Kalimantan Province."

2. RESEARCH METHOD

Research Methodology

This study adopts a quantitative approach using an associative method, which aims to examine the influence between two or more variables in order to develop theories that can explain, predict, and control social phenomena (Siregar, 2020). Specifically, this research investigates the influence of Work Stress (X_1) and Employee Engagement (X_2) on Job Satisfaction (Y) among Civil Servants in the Service Section of UPT Klinik Utama Sungai Bangkong, West Kalimantan Province.

Data Collection Techniques

The data used in this study consist of both primary and secondary data. Primary data were obtained through in-depth interviews with the Head of the Service Section and the Head of the UPT Klinik, as well as through the distribution of questionnaires to all employees in the service unit. The interview method was employed to gather contextual insights directly from the informants (Sugiyono, 2020), while the questionnaire was used to assess respondents' perceptions of the studied variables (Sugiyono, 2020). Secondary data, defined as information published or utilized by institutions other than the researcher (Siregar, 2020), were collected from internal institutional documents, including staff records and attendance logs.

Population and Sample

The population in this study comprised all 89 Civil Servants in the Service Section of UPT Klinik Utama Sungai Bangkong. Given the relatively small population size, this study employed a saturated sampling technique, where the entire population was used as the sample (Sugiyono, 2020). Accordingly, the total sample size consisted of 89 respondents.

Variables and Measurement Scale

The independent variables in this study are Work Stress (X_1) and Employee Engagement (X_2), while the dependent variable is Job Satisfaction (Y). The measurement instrument utilizes a five-point Likert scale to assess the degree of respondents' agreement with each item in the questionnaire, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) (Siregar, 2020).

Data Analysis Technique

Data analysis was conducted using multiple linear regression to examine both the simultaneous and partial effects of the independent variables on the dependent variable (Siregar, 2020). The regression equation applied in this study is $Y = a + b_1X_1 + b_2X_2$, where Y represents job satisfaction, X_1 is work stress, and X_2 is employee engagement. To determine the strength of the relationships among the variables, multiple correlation analysis was conducted, with interpretation of the correlation coefficient (r) based on the level of relationship, ranging from very weak to very strong (Ghozali, 2018). Furthermore, the coefficient of determination (R^2) was used to measure the extent to which the independent variables explain the variance in the dependent variable (Siregar, 2020). Hypothesis testing was performed through two stages: simultaneous testing (F-test) and partial testing (t-test). The F-test was used to determine whether work stress and employee engagement jointly have a significant effect on job satisfaction, using a significance level of 5%, with the decision rule being that a significance value less than 0.05 indicates rejection of the null hypothesis (H_0) and acceptance of the alternative hypothesis (H_a) (Siregar, 2020). The t-test was used to assess the individual effect of each independent variable on the dependent variable, with a significance threshold of ≤ 0.05 to determine statistical significance (Siregar, 2020). All data processing and analyses were carried out using SPSS software to ensure the accuracy and reliability of the results.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test aims to ensure that each item in the questionnaire accurately measures the variables under study. The instrument is considered valid if the correlation between the item score and the total score is significant. The test is conducted by correlating the scores of each item, then comparing the calculated r with the table r. With a sample size of 89 (df = 87) and significance of 0.05, the table r is 0.208. The results of the validity test for the variables in this study can be seen in **Table 2**.

Table 2. Validity Test Results

Variable	Indicators	r value	r table	Description
Work Stress (X1)	X1.1	0,804	0,208	Valid
	X1.2	0,817		
	X1.3	0,811		
	X1.4	0,846		
	X1.5	0,793		
	X1.6	0,719		
	X1.7	0,766		
	X1.8	0,752		
	X1.9	0,734		
	X1.10	0,743		
	X1.11	0,772		
	X1.12	0,807		
	X1.13	0,697		
	X1.14	0,642		
	X1.15	0,458		
	X1.16	0,620		
	X1.17	0,684		
Employee engagement (X2)	X2.1	0,768	0,208	Valid
	X2.2	0,676		
	X2.3	0,507		
	X2.4	0,634		
	X2.5	0,740		
	X2.6	0,703		
	X2.7	0,737		
	X2.8	0,748		
	X2.9	0,736		
	X2.10	0,701		
	X2.11	0,672		
	X2.12	0,725		
	X2.13	0,770		
Job Satisfaction (Y)	Y.1	0,600	0,208	Valid
	Y.2	0,620		
	Y.3	0,633		
	Y.4	0,718		
	Y.5	0,778		

Y.6	0,794
Y.7	0,785
Y.8	0,549
Y.9	0,559
Y.10	0,602
Y.11	0,742
Y.12	0,589
Y.13	0,653
Y.14	0,747
Y.15	0,745
Y.16	0,674
Y.17	0,652
Y.18	0,745
Y.19	0,664
Y.20	0,651

Source: Processed Data, 2025

Based on **Table 2**, it can be seen that all statement items have a calculated r value > table r of 0.208. Thus, it can be concluded that all statement items listed in all variables are valid and can be used in this study.

3.1.2 Reliability Test

The reliability test aims to measure the extent to which the statements in the questionnaire can be reliable as a measuring tool. This study uses the Cronbach's Alpha method, with a value threshold of ≥ 0.60 to declare an item reliable. The results of the reliability test shown in **Table 3**.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work Stress (X1)	0.947	Reliable
Employee Engagement (X2)	0.913	
Job Satisfaction (Y)	0.937	

Source: Processed Data, 2025

Based on **Table 3**, Cronbach's Alpha values > 0.60 are obtained. Thus, all items in the independent and dependent variables are reliable and can be used in this study.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test aims to determine whether the study data is normally distributed. This study uses the Kolmogorov-Smirnov technique. The test results based on SPSS analysis are shown in **Table 4**.

Table 4. Normality Test Results

Test	Value
N (Sample)	89
Test Statistic	.039
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on **Table 4**, the Asymp. Sig. (2-tailed) value is 0.200. That value is > 0.05. So, the data in this study is normally distributed.

3.2.2 Linearity Test

The linearity test in this study is conducted to see if there is a linear relationship between the independent and dependent variables. To test this, the Test for Linearity method is used as an analytical tool. Based on the results of the analysis in this research using SPSS, the linearity test results can be seen in **Table 5**.

Table 5. Result of Linearity

Variable	Deviation from Linearity	Description
Job Satisfaction * Work Stress	0.432	Linear
Job Satisfaction * Employee Engagement	0.316	

Source: Processed Data, 2025

Based on **Table 5**, a significance value of Deviation from Linearity > 0.05 is obtained. Thus, it can be concluded that there is a linear relationship between all variables.

3.2.3 Multicollinearity Test

The multicollinearity test aims to identify high correlations between independent variables in the regression model. Such correlations can cause bias in coefficient estimation and reduce model accuracy. The test results using SPSS are shown in **Table 6**.

Table 6. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Stress	.536	1.865
Employee Engagement	.536	1.865

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on **Table 6** above and referring to the decision-making criteria, which state that the Tolerance value is greater than 0.10 and the VIF is below 10.00, it can be concluded that there is no multicollinearity between the two independent variables in this study

3.3 Multiple Linear Regression Analysis

Multiple regression analysis is used to measure the simultaneous and partial effects of several independent variables on the dependent variable, as well as to form a predictive model between variables. The regression coefficient results based on SPSS analysis are shown in **Table 7**.

Table 7. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.234	4.895	.000
Work Stress	-.119	-2.108	.038
Employee Engagement	.695	7.143	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on **Table 7** above and refers to the multiple linear regression coefficient equation, the results can be explained as follows:

$$Y = 1.234 - 0.119X_1 + 0.695X_2$$

- The constant (a) is 1.234, which means that if the variables Work Stress (X1) and Employee Engagement (X2) are zero, then Job Satisfaction (Y) will increase by 1.234 units.
- The coefficient for Work Stress (X1) is -0.119 and is negative, meaning that if Work Stress increases, Job Satisfaction will decrease by -0.119 units.
- The coefficient of Employee Engagement (X2) is 0.695 and is positive, meaning that if Employee Engagement increases, Job Satisfaction will increase by 0.95 units.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is Product Moment correlation. The results of the correlation coefficient test can be seen in **Table 8**.

Table 8. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.696 ^a	.484	.472	.55765

Predictors: (Constant), Employee Engagement, Work Stress
Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on **Table 8**, a correlation coefficient (R) value of 0.696 is obtained. This means that the relationship between Work Stress and Employee Engagement on Job Satisfaction is in the strong category, as the value is in the range of 0.60-0.799.

3.5 Analysis of the Coefficient of Determination R²

Based on **Table 8**, an R-Square value of 0.484 is obtained. This means that the variables of Work Stress and Employee Engagement explain 48.4% (0x0.484x100) of the effect on Job Satisfaction. Meanwhile, the remaining 51.6% is influenced by other variables not examined in this study.

3.6 Simultaneous Test (F Test)

The simultaneous test (F) aims to assess whether all independent variables together have a significant effect on the dependent variable. The test results using SPSS are shown in **Table 9**.

Table 9. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	25.116	12.558	40.384	.000 ^b
Residual	26.744	.311		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Employee Engagement, Work Stress

Source: Processed Data, 2025

Based on **Table 9**, the calculated F value is $40.384 > F$ table 3.10 and the significance value is $0.000 < 0.05$. Thus, it can be concluded that simultaneously, the variables of Work Stress and Employee Engagement have a positive and significant effect on Job Satisfaction.

3.7 Partial Test (t Test)

A partial test (t) is conducted to determine the effect of each independent variable individually on the dependent variable according to the hypothesis. This test aims to assess the significant contribution of each variable separately. The results of the partial analysis using SPSS are shown in **Table 10**.

Table 10. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.234	4.895	.000
Work Stress	-.119	-2.108	.038
Employee Engagement	.695	7.143	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on **Table 10**, the calculated t-value is compared with the t-table value. The t-table value is 1.662. The results of the partial t-test are shown in the table

- The test t-value for the Work Stress variable (X1) is $-2.108 >$ the table t-value of 1.662, and the significance level is $0.038 < 0.05$. Therefore, it can be concluded that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. This means that Work Stress has a negative and significant effect on Job Satisfaction.
- The test t-value for the Employee Engagement variable (X2) is $7.143 >$ the table t-value of 1.662, and the significance level is $0.000 < 0.05$. Therefore, it can be concluded that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. This means that Employee Engagement has a positive and significant partial effect on Job Satisfaction.

3.8 Discussion

The Influence of Work Stress on Job Satisfaction

This study found that work stress has a negative and statistically significant impact on job satisfaction. In other words, as employees experience higher levels of stress in the workplace, their satisfaction with their jobs tends to decline. This outcome aligns with prior studies by Sanjaya (2021) and Yuridha (2022), which observed that unmanaged work-related stress can lead to exhaustion, health issues, and decreased motivation. At UPT Klinik Utama Sungai Bangkong, the primary sources of stress were identified as excessive workload and insufficient rest periods. These conditions contributed to an increase in employee absenteeism, particularly noted in the year 2023.

The Influence of Employee Engagement on Job Satisfaction

The analysis also indicates that employee engagement has a positive and significant effect on job satisfaction. Employees who are more engaged with their roles and feel a strong connection to the organization tend to report higher levels of satisfaction. This finding supports previous research by Pratiwi and Fatoni (2023), Simanjuntak and Sitio (2021), and Suhery et al. (2020), all of whom highlighted that emotional involvement and organizational commitment enhance both motivation and job satisfaction. At UPT Klinik Utama Sungai Bangkong, initiatives such as weekly group exercise and Friday morning breakfasts have been implemented to foster a sense of engagement and camaraderie among staff members.

4. CONCLUSION

The findings of this study reveal that both work stress and employee engagement significantly influence job satisfaction among civil servants in the Service Section of UPT Klinik Utama Sungai Bangkong, West Kalimantan Province. Work stress was found to have a negative and significant effect, indicating that higher levels of stress tend to lower employees'

satisfaction in carrying out their duties. This condition may stem from excessive workloads, time pressure, or the lack of support in completing work-related tasks. On the other hand, employee engagement has a positive and significant impact on job satisfaction. Employees who feel emotionally connected and committed to their roles are more likely to experience greater satisfaction, demonstrate enthusiasm, and maintain high motivation in their daily responsibilities. Furthermore, the results of the multiple linear regression analysis show that, collectively, work stress and employee engagement account for 48.4% of the variance in job satisfaction. The remaining percentage is influenced by other factors that were not explored in this study. These insights suggest that the organization should pay close attention to stress management strategies in the workplace while also fostering a culture of employee involvement. Initiatives such as performance recognition, well-being programs, and team-building activities can help create a more supportive work environment. By implementing such approaches, it is expected that employee satisfaction can be improved, which in turn will positively affect the quality of public services delivered at UPT Klinik Utama Sungai Bangkong.

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