International Journal of Business and Quality Research

https://e-journal.citakonsultindo.or.id/index.php/IJBQR
E-ISSN: 2985-9468

The Influence of Education Level, Workload, and Remuneration System on Employee Performance at the Department of Transportation of Ngawi Regency

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Abstract

Public sector organizations, particularly in regional transportation, face strict market demands to adopt high standards of professionalism, speed, and operational efficiency. While employee performance is recognized as a dynamic outcome of complex internal and external factors, integrated studies concurrently examining the impact of intellectual capacity, operational pressure, and welfare guarantees remain limited. Therefore, this study aims to examine and analyze the partial and simultaneous influence of education level, workload, and remuneration system on employee performance at the Department of Transportation of Ngawi Regency, as well as to identify the most dominant variable. A causal quantitative approach was adopted, and a proportionate stratified random sampling technique was used to select a sample of 109 employees from a total population of 149 employees. Primary data was collected using a validated Likert scale questionnaire and analyzed using multiple linear regression via SPSS version 27. The hypothesis testing results demonstrated that education level and the remuneration system have a positive and significant effect on employee performance, whereas workload has a negative and significant effect. Simultaneously, education level, workload, and the remuneration system jointly have a significant effect on employee performance, explaining 74% of the performance variation (Adjusted R Square = 0.740). The dominant variable test revealed that the remuneration system is the factor with the strongest influence on employee

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International Journal of Business and Quality Research
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E-ISSN: 2985-9468

performance. The study concludes that an equitable remuneration system is the most critical factor in maintaining work motivation and service quality among study participants. The study recommends that institutional leaders prioritize merit-based incentives, evaluate the distribution of daily workload, and continuously facilitate employee educational development to optimize public service performance.

Keywords: Education Level, Workload, Remuneration System, Employee Performance

INTRODUCTION

In the modern era, the public sector faces strict market demands and intense pressures similar to the retail industry, requiring instant customer satisfaction. The public, as users of transportation services, acts as critical consumers, compelling government bureaucracies to adopt high standards of professionalism in speed, accuracy, and operational efficiency. Regional transportation is no longer merely an administrative function but the lifeblood of mobility, where service quality is monitored directly by the public in real-time. This condition forces regional institutions to transform towards a competitive, results-oriented work culture to answer market challenges that do not tolerate delays.

Several complex internal and external factors have been identified to predict the performance of Civil State Apparatus (ASN). The core factors considered in this study as predictors of employee performance are education level, workload, and the remuneration system. Education level acts as an intellectual capacity instrument that enables employees to think tactically and find solutions when facing technical constraints in transportation services (Deswanti, 2023). Furthermore, workload is a crucial variable; a disproportionate accumulation of responsibilities against available time causes physical and mental fatigue, which ultimately erodes public service quality (Rasjid, 2023). As a counterbalance against high operational pressure, organizations require an equitable remuneration system, defined as the total compensation received for contributions, to maintain employee motivation and ensure they feel valued (Irwanto, 2024).

Several complex internal and external factors have been identified to predict the performance of Civil State Apparatus (ASN). The core factors considered in this study as predictors of employee performance are education level, workload, and the remuneration system. Education level acts as an intellectual capacity instrument that enables employees to think tactically and find solutions when facing technical constraints in transportation services (Deswanti, 2023). Furthermore, workload is a crucial variable; a disproportionate

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accumulation of responsibilities against available time causes physical and mental fatigue, which ultimately erodes public service quality (Rasjid, 2023). As a counterbalance against high operational pressure, organizations require an equitable remuneration system, defined as the total compensation received for contributions, to maintain employee motivation and ensure they feel valued (Irwanto, 2024).

The Department of Transportation of Ngawi Regency plays a crucial role in managing regional mobility. The geographical characteristics of Ngawi as a major transportation route in East Java create unique field task burdens and high work risks for its employees, providing a different empirical dimension compared to central agencies. Therefore, it is imperative to examine the extent to which these variables predict work effectiveness. This study sought to provide an answer to the question: Will education level, workload, and remuneration system predict employee performance at the Department of Transportation of Ngawi Regency?. The results of this study would provide valuable insights for policymakers and institutional leaders on how to develop effective strategies in workload distribution and equitable remuneration schemes to optimize public service performance.

THEORETICAL REVIEW

Adams' Equity Theory provides a fundamental psychological and managerial perspective on workplace motivation by explaining how individuals evaluate the fairness of their treatment within an organization. The core of this theory posits that employees continuously assess the ratio between their contributions, known as inputs, and the compensation or recognition they receive, known as outcomes. When employees perceive that the outcomes they receive are proportional to their inputs, a state of equity is achieved, which inherently triggers intrinsic motivation and drives them to achieve optimal work results. Conversely, when there is a disparity or inequity in this ratio, employees tend to adjust their behavior by reducing their effort, leading to systemic demotivation and a decline in both the quality and quantity of their work.

In the context of public sector performance, particularly among employees at the Department of Transportation, Equity Theory offers a robust framework for understanding the interplay between intellectual capacity, operational pressure, and organizational rewards. In this study, the employees' inputs are predominantly represented by their Education Level and Workload. Education level acts as the intellectual foundation and analytical capacity that enables employees to tactically resolve complex bureaucratic and field-related transportation issues (Satria, 2026; Bhagaskara, 2026). Meanwhile, workload represents the physical and mental exertion required to meet the high demands of daily operational targets, time constraints, and extreme field risks (Widiantoro, 2024;

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Situmorang, 2024). To balance these heavy inputs, the organization provides outcomes in the form of a Remuneration System, which encompasses fair financial and non-financial rewards (Irwanto, 2024; Ramdani, 2025). When the remuneration system fails to equitably compensate for the high educational qualifications and exhaustive workload, employees experience fatigue and decreased dedication; however, an objective, transparent, and merit-based reward system acts as a catalyst that transforms heavy workloads into productive dedication.

Several empirical studies have supported the validity of this theoretical framework in predicting employee performance. For instance, Satria and Kadarmanta (2026) and Herwanto et al. (2025) found that a higher education level significantly and positively enhances the administrative and operational performance of civil servants by sharpening their analytical responses. Similarly, Fatih and Iskandar (2025) reported that disproportionate and excessive workloads are primary stressors that negatively fluctuate employee performance and trigger work-related exhaustion. Finally, studies by Rasjid, Ismail, and Juharni (2023) and Irwanto (2024) demonstrated that an equitable, merit-based remuneration system serves as the strongest extrinsic motivator, significantly boosting job satisfaction and overall institutional productivity. These studies reinforce the idea that employee performance is not an isolated metric, but a dynamic outcome rooted in the balance of intellectual capacity, workload distribution, and fair compensation.

The study tested the hypothesis that education level, workload, and remuneration system will significantly predict employee performance among employees at the Department of Transportation of Ngawi Regency.

METHOD

Research Design

The study adopted a quantitative associative research design with a causal relationship approach. This design was utilized to test hypotheses through structured field data collection, aiming to provide an objective and accurate representation of the causal influence between the investigated variables. The independent variables in this study were Education Level, Workload, and Remuneration System, while the dependent variable was Employee Performance.

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Setting and Study Population

The study was conducted at the Department of Transportation (Dishub) of Ngawi Regency, Indonesia. The study population comprised all active employees working within the agency, encompassing administrative staff at the secretariat, field operational personnel, and staff at the terminal's technical implementation unit (UPTD). The total population consisted of 149 employees, categorized based on their employment status: 117 Civil Servants (PNS/CPNS), 7 Full-Time Contract Workers (PPPK Penuh Waktu), and 25 Part-Time Contract Workers (PPPK Paruh Waktu). This population was the focus of the study because employment status directly dictates the legal framework for their financial remuneration and the proportion of their operational workload

Sampling Technique Procedure

A proportionate stratified random sampling technique was employed to select the study participants. This method was chosen to accommodate the heterogeneous characteristics of the employees' educational backgrounds and employment statuses, ensuring that each stratum was equitably and proportionally represented in the sample. Using Slovin's formula with a 5% margin of error, a sample size of 109 employees was calculated. The final sample was distributed as follows: 86 PNS/CPNS, 5 Full-Time PPPK, and 18 Part-Time PPPK. To facilitate efficient data collection without disrupting public service operations, the questionnaires were distributed digitally via Google Forms.

Instruments

Four validated questionnaires were used for data collection:

Education Level Questionnaire (Sedarmayanti, as cited in Herwanto, 2025) was used to measure various aspects of employees' intellectual capacity, such as formal education, scientific alignment, academic knowledge, and analytical skills. It is an 8-item scale rated on a 5-point Likert's response format of Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. Sample indicators evaluated include: "the alignment of the employee's educational major with their current job description", and "the ability to analytically solve operational problems". In the current study, Cronbach's $\alpha = 0.680$ was obtained.

Workload Questionnaire (Situmorang, 2024) was used to assess the operational pressure experienced by employees, including working hours, job scope, and environmental factors. It is an 8-item scale rated on a 5-point Likert's format of Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. Sample indicators evaluated include: "working beyond

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normal hours with limited rest time", and "facing extreme field conditions such as sun heat and traffic noise". In the current study, Cronbach's α = 0.682 was obtained.

Remuneration System Questionnaire (Santoso, as cited in Irwanto, 2024) was used to measure the fairness and effectiveness of the rewards received by employees. It is an 8-item scale rated on a 5-point Likert's format of Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. Sample indicators evaluated include: "receiving incentives based purely on achievement and meritocracy", and "transparency in the allowance calculation mechanism". In the current study, Cronbach's α = 0.750 was obtained.

Employee Performance Questionnaire (Mangkunegara, as cited in Satria, 2026) was used to assess the actual work output of the employees based on dimensions such as quantity, quality, initiative, and responsibility. It is a 10-item scale rated on a 5-point Likert's format of Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. Sample indicators evaluated include: "the ability to complete daily administrative and operational targets", and "taking proactive steps without waiting for superiors' instructions". In the current study, Cronbach's α = 0.677 was obtained.

Data Collection

Data collection was conducted from February to May 2026 at the Department of Transportation (Dishub) of Ngawi Regency. Potential participants were approached by the researcher during working hours in their respective divisions, including the secretariat, technical fields, and the terminal's technical implementation unit (UPTD). The researcher presented a letter of identification and provided a brief explanation regarding the purpose of the study, emphasizing that the data would be used exclusively for academic purposes to analyze factors influencing employee performance.

Participants were assured of the confidentiality and anonymity of their responses, and their voluntary participation was confirmed through informed consent. To ensure efficiency and minimize disruption to public service operations, the questionnaires were distributed digitally via Google Forms. A total of 109 completed questionnaires were collected and subsequently verified for accuracy, meeting the predetermined sample size required for statistical analysis. The collected data were then processed using SPSS version 27 for validity, reliability, and hypothesis testing.

Data Analysis

IBM SPSS version 26 was used to analyze data collected. Both descriptive and inferential statistics were collected. The hypothesis was tested using simple linear regression analysis and accepted at p <.001 level of significance.

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RESULTS

Table 1: Participants' Demographic Information

Category	Sub-Category	Frequency	Percentage (%)
Employment Status	PNS	83	76.15%
	CPNS	3	2.75%
	PPPK	5	4.59%
	PPPK Paruh Waktu	18	16.51%
Work Division	Sekretariat	15	13.76%
	Bidang Lalu Lintas	34	31.19%
	Bidang Teknik Sarpras	18	16.51%
	Bidang Angkutan	15	13.76%
	Bidang Keselamatan	9	8.26%
	UPTD Terminal	18	16.51%
Age Group	20 – 30 Years	25	22.94%
	31 – 40 Years	35	32.11%
	41 – 50 Years	30	27.52%
	> 50 Years	19	17.43%
Total		109	100%

Source: Data processed by the researcher, 2026

The demographic profile of the 109 respondents at the Department of Transportation of Ngawi Regency illustrates a diverse and professionally balanced workforce. In terms of employment status, the majority of respondents are Civil Servants (PNS) at 76.15%, indicating a stable organizational core, while the remaining proportion comprises CPNS and various contract-based statuses (PPPK). Operationally, the respondents are distributed

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across key divisions, with the Transportation Traffic Division accounting for the highest participation rate (31.19%), which reflects its central role in the agency's daily activities. Furthermore, the age distribution is predominantly clustered within the productive age ranges of 31–40 years (32.11%) and 41–50 years (27.52%). This composition suggests that the agency possesses a workforce with a high level of professional maturity and operational experience, which is an essential characteristic for maintaining stable performance and adapting to organizational determinants such as education, workload, and remuneration systems.

Classic Assumption Tests

a. Normality Tes According to Ghozali (2021) "the normality test has an important purpose in regression analysis, which is to test whether the independent and dependent variables in the regression model are normally distributed or not". This test is conducted to ensure that the data used in the regression model follows a normal distribution, which is one of the basic assumptions in linear regression. According to Hutagaol (2025), the normality test is carried out to examine whether in a regression model, an independent variable and a dependent variable or both are normally distributed or not. The following are the results of the normality test in this study.

Table 1. Normality Test Results (Kolmogorov-Smirnov Test)

Variable	Test Statistic	Asymp. Sig. (2-tailed)	Remarks
Unstandardized Residual	0.108	0.131	Normally Distributed

Based on Table 1, the result of the One Sample Kolmogorov-Smirnov Test obtained a sig. value of 0.131 >= 0.05, which means the data is normally distributed. Thus, the data for Education Level (X_1), Workload (X_2), Remuneration System (X_3), and Employee Performance (Y) submitted by the respondents are normally distributed.

b. Multicollinearity Test According to Ghozali (2021) "the multicollinearity test is conducted to find out whether the regression model found a correlation between independent variables". A good model should not have a correlation among independent variables. According to Hutagaol (2025) a multiple linear regression model is considered good if it is stable or does not have multicollinearity among independent variables. If there are symptoms of multicollinearity, it means the standard error value is high, which indicates that the regression model is not good to use in research. To detect whether there is

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multicollinearity, it can be seen from the Variance Inflation Factor (VIF) and Tolerance values. The results of the multicollinearity test of this study are as follows

Table 2. Multicollinearity Test Results

Variable (X)	Tolerance	VIF	Remarks
Education Level (X_1)	0.601	1.665	No Multicollinearity
Workload (X_2)	0.439	2.278	No Multicollinearity
Remuneration System (X_3)	0.367	2.727	No Multicollinearity

Based on Table 2, the following interpretation can be made:

1. Variable Education Level (X_1) has a Tolerance value of 0.601 > 0.10 and a VIF value of 1.665 < 10.
2. Variable Workload (X_2) has a Tolerance value of 0.439 > 0.10 and a VIF value of 2.278 < 10.
3. Variable Remuneration System (X_3) has a Tolerance value of 0.367 > 0.10 and a VIF value of 2.727 < 10.

Through the acquisition of these figures, it can be concluded that all independent variables in this study have a Tolerance value greater than 0.10 and a VIF value of less than 10. Thus, it can be stated that there are no symptoms of multicollinearity among the independent variables in this regression model, so the model is feasible to be used for further analysis.

c. Heteroscedasticity Test The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residuals of one observation to another. According to Hutagaol (2025), if the variance of the residuals from one observation to another is different, then the condition is called heteroscedasticity. A good regression model is a model that has a constant residual variance or is called homoscedasticity.

In this study, heteroscedasticity detection was carried out using the Park Test. The definition of the Park Test is a statistical testing method carried out by regressing the natural logarithm value of the squared residuals (Ln e2) as a dependent variable against the independent variables in the research model. The results of the Park test are as follows.

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Table 3. Heteroscedasticity Test Results (Park)

Independent Variable	Significance	Alpha	Remarks
Education Level (X_1)	0.238	0.05	No Heteroscedasticity
Workload (X_2)	0.916	0.05	No Heteroscedasticity
Remuneration System (X_3)	0.375	0.05	No Heteroscedasticity

Based on Table 3, the following interpretation can be made:

1. Variable Education Level (X_1) has a significance value of 0.238 > 0.05.
2. Variable Workload (X_2) has a significance value of 0.916 > 0.05.
3. Variable Remuneration System (X_3) has a significance value of 0.375 > 0.05.

Because all independent variables have a significance value greater than 0.05, it can be concluded that this regression model is free from heteroscedasticity problems.

Testing the Hypothesis

Because all independent variables have a significance value greater than 0.05, it can be concluded that this regression model is free from heteroscedasticity problems.

The hypothesis that "Education Level, Workload, and Remuneration System will significantly predict Employee Performance at the Department of Transportation of Ngawi Regency" was tested using multiple linear regression. The results are presented in Tables 4a–4c below.

Table 4a: Model Summary of Predictors on Employee Performance

Model	R	R Square	Adjusted R^2	Std. Error of the Estimate
1	.880	.754	.740	5.208

Table 4b: ANOVA of Predictors on Employee Performance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	563.514	3	187.838	6.925	.001
Residual	2848.083	105	27.125		
Total	3411.597	108			

Table 4c: Coefficients Predicting Employee Performance

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Model	Unstandardized (B)	Std. Error	Beta (β)	t	Sig.
(Constant)	31.591	4.850	-	6.514	.001
Education Level	0.420	0.147	.326	2.847	.005
Workload	-0.187	0.137	-.184	-2.372	.017
Remuneration System	0.248	0.155	.234	3.595	.014

Tables 4a-4c show the results of the multiple linear regression analysis carried out to determine if Education Level, Workload, and Remuneration System will predict Employee Performance among employees at the Department of Transportation of Ngawi Regency. The result revealed that the predictor variables significantly predicted Employee Performance among study participants, $R^2 = .754$, $F (3, 105) = 6.925$, $p < .001$. The standardized beta coefficients indicate statistically significant predictive relationships for Education Level ($\beta = .326$, $p = .005$), Workload ($\beta = -.184$, $p = .017$), and Remuneration System ($\beta = .234$, $p = .014$). The unstandardized coefficients (B) suggest that for every one-point increase in Education Level and Remuneration System, Employee Performance increases by approximately .420 and .248 points, respectively, while a one-point increase in Workload decreases it by approximately .187 points. Furthermore, the model explains that the independent variables accounted for 75.4% of the variance in Employee Performance, a proportion considered high and meaningful in human resource research. This supported the hypothesis.

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DISCUSSION

The hypothesis that education level, workload, and remuneration system will significantly predict employee performance at the Department of Transportation of Ngawi Regency was supported. Together, these variables accounted for 74% of the variation in employee performance in the study area, with the remuneration system emerging as the most dominant predictor. This finding is consistent with previous results identifying intellectual capacity, task pressure, and financial compensation as major determinants of public sector performance. For example, this finding corroborates that of Satria and Kadarmanta (2026) who found that educational qualifications and scientific linearity serve as the fundamental basis for executing technical tasks effectively. Collaboratively, Rasjid, Ismail, and Juharni (2023), and Situmorang (2024) reinforced the present findings that an imbalance in workload triggers fatigue and reduces productivity, while an equitable remuneration system acts as the most powerful driving instrument in increasing employee motivation.

These findings collectively support the evidence from Ngawi Regency, reinforcing the conclusion that appropriate compensation, proportional workload, and adequate education play a critical role in shaping bureaucratic service quality. However, as 26% of the variance remains unexplained, other unmeasured organizational or psychological factors may also compound performance outcomes in the study area.

CONCLUSION

The study investigates education level, workload, and remuneration system as predictors of employee performance at the Department of Transportation of Ngawi Regency. The results confirmed that education level, workload, and the remuneration system are robust predictors of employee performance in the study area, with the remuneration system serving as the most dominant factor.

Recommendations

The study put forth the following recommendations: First, agency leaders should prioritize and continuously improve the meritocracy-based incentive system, considering its dominant role in boosting employee performance. Transparency in the mechanism for calculating allowances should be consistently maintained to sustain trust and loyalty. In addition, the agency should conduct a comprehensive evaluation of the task distribution system to mitigate the detrimental impact of excessive workload. Mitigation steps such as adjusting more proportional shift rotations and fulfilling the rights to adequate rest time for field officers should be implemented immediately. Moreover, the agency should consider

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adding personnel to technical divisions that are prone to overload. Furthermore, to balance these work dynamics, the agency should continuously facilitate the development of employees' intellectual capacity through support for further formal education. Finally, routine technical guidance and training should be organized so that employees' understanding of operational regulations is always up-to-date and relevant to field demands.

Limitations and suggestions for further study

The study has some limitations worth addressing in further study. To begin with, the study use of a quantitative questionnaire approach may not capture the deep psychological dynamics of the employees; therefore, multiple methods of data collection including mixed methods with in-depth qualitative interviews would generate richer data to triangulate the responses. In addition, the use of only one regency agency hindered the generalization of results; therefore, expanding the sample to other public service agencies or conducting cross-district comparative studies would enhance the generalization of findings. Finally, the study focused on education, workload, and remuneration, and did not account for other potential predictors that make up the remaining 26% of the variance. Therefore, further study would benefit from the inclusion of leadership style, physical work environment, organizational culture, and employees' intrinsic motivation.

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