**The Influence ofiLeadershipiStyle,iWorkload, and Work Stression EmployeeiPerformance**

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| **Article Info** | **Abstract** ***Purpose –*** *This study examines the impact of leadership, workload and work on stress employee performance at PT Mayora Indah****Design/methodology/approach –*** *This research using quantitative methods and Partial Least Square (PLS) analysis collected from one company PT Mayora Indah in Cibitung* ***Findings –*** *The findings revealithat leadership style and workloadihas a positively influence performance, while work stress has a negatuve impact* ***Research limitations/implications –*** *This research can be an input for PT Mayora Indah in improving employee performance. These result provide actionable insights for enhancing workforce productivity through effective management practices.* |
| *Keywords:** *Leadership style,*
* *Workload,*
* *Work Stress,*
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**INTRODUCTION**

Employeeiperformance is one of the most vitas elements foritheiorganizationibecause their performance is very calculated to realizeithe company’s visioniand missionithat has been set. Employeeiperformance is airesultithat has been achieved by employeeiased on the criteria that apply in the organization for the job in a certain period of time. So, it can be said that when the work of individuals or groups of employee achieves resulithat areiin accordanceiwith theistandartiimposed by the organization, it can be said that the performance is good (Sukmara, 2023). However, the influence of workload also plays an importantirole in employeeiperformance (Faisal et al., 2021). The inability of employee to carry out tasks according to their responsibilities is not result of their inability to complete tasks properly. Instead, this may be due to employees’ inability to adapt to leadership style, workload, and work stression employee performanceiis an impor tan aspect that every organization should pay attentation to. Effective leadership can encourage employee motivation and morale, so that they are able to achieve maximum work result. Conversely, disproportionate workload, either too high or too low, can have a negative impact on performance (Faisal et al., 2023). A balanced workload helps employee work more efficiently and productively. In addition, poorly managed work stress can significantly reduce performance. Prolonged stress can lead to physical and mental exhaustion, which ultimately impairs productivity and the quality of work output. Therefore, organizations need to create a condusive work environment by applying appropriate leadership style, dividing workload fairly, and developing effective stress management strategies to improve employee performance.

The researcherifound that PT Mayora Indah or similiariorganizations face challenges in understanding how leadership syle, workload, and work stress impact employee performance. In a competitive business climate, employee performance is a key success factor. Ineffective leadership style,iexcessive workload, andihigh stress levelsican reduce productivity, increase absenteeism, and increase employee turnover. Therefore, it is important to understand and manage these factors to create a supportive and sustainable work environment, so that employee can work optimally ti achieve company goals. However, employee areifaced with the challengeiof often ineffectivityileadesrship, where leaders are unable to motivateior support their teamsiproperly (Sari & Murtanto, 2023). The leader’s inability to crealyicommunicate the organization’s vision and goals is often a major source of problems. Leadershipiwho do not provideiconsistent and purposefuliguidance can cause confusion and uncertainty among employee. In additions, a lack of trustiand support fromileaders can lead to a declineiin employee moraleiand loyalty. On the other hand, increasingiproduction targets that oftenineed to beimet within a limited time, rapidichanges in market demand that require flexible respondens, andilimited human resourcesican cause work stress for employees. In sddition, the implementattion of new technologies that require work adjusments and high expectationsifrom managementican also be factors that exacerbate workload. To addres these issues, companies need toimanage workload wisely, provide adequate support, and createia work environment that supports employeeiwell-being. Not only that, the pressureito meet tight deadlines, highiworkload that often exceediemployees’ normal capacity, andilack of adequateirest and recoveryitime. In addition, a lack of emotional andiprofessional supportifrom management caniexacerbate the situation, causing employees to feel isolated and underappreciated. Suddenichanges in company policies or work processesican also increase stressilevels, as employeesimust quickly adapt to uncertain circumstances. Addressing work stress requires a holistic approach that includes more effective workloadimanagement, providingimental and emotionalisupport, and creating a healthier and moreibalaced workienvironment.

Leadershipiis the ability toiinfluence a groupitowards the achievementiof goals. Previousiresearch found andidiscussed the effectior leadership styleion employee performance. Asiresearch conductediby (Agista Ningrum et al., 2022), (Dian, 2019), (Pramudya et al., 2023) shows thatileadership styleihas a significantipositive effection employee performance. However, thereiare different resultifrom other studies, researchiby (Rosalina & Wati, 2020), (Jopanda, 2015) thatileadership syle hasino posotive effection employeeiperformance.

Workload isithe volume of workithat is imposedion labor both in the formiof physical and mentalibecome his responsibility. In relationito employeeiperfomance, research conducted by (Ahmad et al., 2019), (Manalu, 2020), (Qoyyimah et al., 2024), (Yuliantini & Suryatiningsih, 2021) whichistates that workloadihas a positive andisignificant effect on employeeiperformance. On the otherihand, the opposite resultiwas found by (Rohman & Ichsan, 2021) which statesithat workload has ainegative effection employeeiperformance.

Another factorithat can effect employeeiperformance is workistress. In theiriresearch (Ariansy & Marlina, 2022), (Steven & Prasetio, 2020), (Widjaja et al., 2021) stateditaht work stress has a negativeiand significant effection employee performance. However, other studies, suchias those conductediby (Apriyani et al., 2023), (Dinsar, 2021) state thatiwork stress has a positiveiand significant effection employee performance. Thisisuggest that the impact of workistress on employeeiperformance variesidepending on the specificicontext and conditions. Factors such asiorganixational culture, job type, and individualiemployee characteristicsican influence how work stressiimpact performance.

Whileiprevious has addressedileadership style, workload, workistress and employee performance seperately, theiapproach often ignoresithe interactionsiamong these variables. Previous research tends toifocusionly on theiinfluenceiof eachivariableiindividually on employee performance, withouticonsidering how leadershipistyle,iworkload, and work stress influenceieach other in creatingian optimal workienvironment. This gapiencourages the need for a more holistic approach to understanding theicomplementary relationshipibetween these variables and their impact on overall employee performance.

However, it needsito be realized that thereiare other factorsithat play a roleiin imrpovingiemployee performance. The purposeiof this study wasito examine the effectiof leadership style, workload, and work,istress oniemployee performance. Theiusefulness of this research isito assist companiesisuch as PT MayoraiIndah in developingieffective strategies to improveiemployee performance throughigood leadership management, workloadiadjusmnet and stressimanagement. This researchialso prodives valuableiinput for developingiorganizational policies thatisupport a productiveiand harmoniousiwork environment.

# LITERATUR REVIEW

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# Leadership Style

# Organzational theory support the hypothesis and the results of this study show that leadership style plays an important role in employee performance. Leaderhip is stimulating people in the organization to perform at a high level. Leadership involves motivatingiand communicating with workers, bothiindividually and in groups. Leadershipiinvolves buildingiclose day-to-day relationshipiwith people, helping to guideiand inspirei them towards achievingiteam and organizatonal goals (Bateman & Snell, 2008). In additionileadership serverinot only as a director in the organization, but also as a primei mover who motivatesiand builds relationship withiboth individuals and teams. Effectiveiileadership involves the ability to communicate, guide, and inspire organizationalimembers to achieveitheir best performance. Thisiconfirms that the role of leaders is curcialiin creating a productive andiharmonious workienvironment.

# Workload

# Work stress theory support the hypothesis and the result of this study show that workload plays an important role in employee performance. Worloadiis one aspect thatimust be considered byievery company, because workload affect employeeiin increasingiproductivity andifeeling comfortabeliat work (Wasiman, 2018). Workload is the physical and mental burden that must be carried by employee in doing work (Sirat & Agung, 2023). According to (Safitri et al., 2023) workload is the physical and mental demands that arise when someone does one or a combination of jobs. Woakload arises due to a combination of task demands and the resousch an individuals has. So it can be interpreted that workload is a combination of physical and menatl demand faced by employeeiin carryingiout theiriduties. The balance beetwen workload and individual ability is the key to optimal result. Effective workload management can improveiemployee performanceiand createia comfortable and productive work environment. Poorly managed work stress can reduce productivity and threaten an individuals ability to cope with to understand and manage wrok stress effectively to create a balance bettwen job demands and individual capacity.

# Work Stress

Stress management theory support the hypothesis and the result of this study show that work stress plays an important role in employee performance. This is in line with researchi(Handoko, 1996) stress isia condition ofitension that affectia person’s emotions, thoughtiprocesses and conditions. Tooimuch stress can threaten a perosn’siability to dealiwith the environment. Workistress is a person’siresponse, bothiphysically and mentallyito change in the work environmnet. Stress can occurito all peopleiin various provessioniand each individual willirespond differently to chagesithat occur in their work environment (Mukhtar, 2021). According to (Zainal & Ashar, 2023) work stress is a condition when someone experiences mental, or emotional overload due to job demands that are too high or do not match their abilities and resources. Work stress can occur to anyone, whether office workers, field workers, or self-employed workers. Soiit can interpretedithat worker that workistress is theitension experianceiby individuals dueito workidemands that are excessiveior not in accordance withiabilities. This conditions affectsiemotional, physical andioverall well-being. Therefore, companies need to manage the factors that cause stress to ensure employees can work optimally and feel comfortable.

# Emaployee Performance

Employeeiperformance is theiresult of workiachieved by aiperson in carryingiout the tasks assignedito him to achieveiwork targets. Employeeican work welliif they have high performanceiso that caniproduce goodiwork. Employee performanceiis one of the determiningifactors forithe success of an organizationiin achievingigoals (Silaen et al., 2021). Meanwhile, accordingf to (Suryani et al., 2020) understanding employee performance is one of the most vital elements for the organization because their performance is very calculated toirealize theicompany’s visioniand mission that has been set. Its existence cannot be underestimated in the cours of business considering its large role for the succes and sustainability of an organization cannot be separated from support through the quality of work it provides. So it can be interpreted thet employee perfomance isithe resultiof work achieved by individuals in carryingiout the assigned tasks. Good performance not only reflects the qualityiof worliresults, but also directly affects theisucces ofithe organizationiin achievingiits vision andimission.

# Hypothesis Development

Oneiof the factorsithat play an importantirole in improving employee performance is the ledershipistyleiapplied byiaileader.IAccordingito (Agista Ningrum et al., 2022) the effect of leadershipistyle on employeeiperformance the leadershipistyle of a leader hasia big impact on how well employees performance. In his research, it shows that leadership style has a significant positiveieffect oniemployeeiperformance. In addition, according to (Pramudya et al., 2023) leadership styleihas a positiveiand significantieffect on employee performance. Then according to (Dian, 2019) leadership style has a positive effect on employee performance. Findings from (Agista Ningrum et al., 2022), (Pramudya et al., 2023) and (Dian, 2019) showed a positive relationship between leadership style and employee performance, which formed the basis for H1 in this study:

# H1: Leadership atyle has a positive and significant effect on employee performance.

One of factors that affect employee perfomanceiis a workloadithat is balanced with their abilities and competencies. According to (Yuliantini & Suryatiningsih, 2021) provides direction regarding the importance of making daily reports as a from of work discipline and continuous supervision. This step can encourage employees to achieve the assigned work targets and utilize work time effectively. In addition, conducting routine evaluations and periodic employee health checks, as well as mapping employee competencies according to job descriptions, can ensure taht workload are in accordance with employee abilies and competencies. In his reasearch workload has a positive and significantieffect oniemployee performance. Furthermore, (Ahmad et al., 2019) also stated that workload has a positive and significantieffect on employeeiperformance. Then according to (Qoyyimah et al., 2024) workload has a positive effect on employee performance. Findings from (Yuliantini & Suryatiningsih, 2021), (Ahmad et al., 2019) and (Qoyyimah et al., 2024) showed a positive relationship between workload and employee performance, which formed the basis for H2 in this study:

# H2: Workload has a positiveieffect and significant effection employeeiperformance.

#  Work Stress is an important factorithat can affect employee performance. According to (Ariansy & Marlina, 2022) the behaviors and attitude eperienced by employee are related to their own internal conditions and understanding of the situation or environment in the company. When employeeiexperienceiwork stress, their performanceiwill decrease, so the resulting performanceiis not consideredioptimal. In his research, workistress hasia negative effection employeeiperformance. In addition (Steven & Prasetio, 2020) also stated that work stressihas a negativeiinfluance on employee job performance. Then accordingito (Widjaja et al., 2021) work stress has a negative and significant effect on employee performance. Findings from (Ariansy & Marlina, 2022), (Steven & Prasetio, 2020) and (Widjaja et al., 2021) showed a negative relationship between work stress and employee performance, which formed the babsis for H3 in this study:

# H3: Work stress hasia negative and significant effect on employeeiperformance.

# RESEARCH METHOD

# The typeiof investigation used in his researchiis a correlational study to findiimportant variables related toithe problem or identifyiimportant related toithe problem, correlation studies are always carried out in unplanned situations (Sekaran, 2009). Thisiresearch methodiuses quantitative methodsithat have a significantirelationship betweenithe variables studiedito obtain conclusionsithat will explain the generalipicture under study in the from of valuesior scores for the answers givenito respondents on theiquestionnaire (Afriandy & I, 2022). This study uses quantitative methods to measure the effect of leadership style, workload, and work stress on employee performance at PT Mayora Indah. Samples were taken randomly from various departments to ensure representative result. This method allows for efficienticollection of objectiveiand measurable data. Theiresult of the study are expectedito provide accurateiinsights into the factors that influenceiemployee performance as well as practical recommendations to improve organizational performance. The variables used in this study are as follows:

**Table 1. Research Objects**

|  |  |  |  |
| --- | --- | --- | --- |
| **Type** | **Variable** | **Dimension** | **Source** |
| Independent Variables | Leadership Style | 1. Authoritarian Leadership Style
2. Delegative Leadership Style
3. Participative Leadership Style
 | (Jopanda, 2015) |
| Workload | 1. Working Conditions
2. Use of Work Time
3. Targets to Be Achieved
 | (Ahmad et al., 2019) |
| Work Stress | 1. Task Demands
2. Role Demands
3. Personal Demands
 | (Apriyani et al., 2023) |
| Dependent Variables | Employee Performance | 1. Quality
2. Quantity
3. Timeliness
4. Effectineness
 | (Apriyani et al., 2023) |

# The data analysisimethod used in thisistudy was the Partial Least Square (PLS) methodology. PLS is a a structuraliequation modelingi(SEM) solution method that is better suited for this study than other SEM approaches.

EP = 1LS + 2WL + 3WS + 

# RESULTS

**Respondent Demograpics**

In research**,** the sampleisize is determined by multiplyingithe numberiof indicators on the variables or dimension, where the minimumisample is 5 to 10 times the number of indicators of theilargest variables. Based on the largest number ofiindicators of each variable,ithere arei19 indicatorsiin this study, so the minimuminumber of respondents is 95 people. Based on this as many as 95 respondent frrom the variable of work division, employment status, and length of service were selected as sample in this study. Of these, 15 respondent were male, while the remaining 80 respondent were female, with the majority of respondent aged between 21-23 years old. Most of the respondent namely 93 people, were contract employee, while only 2 people were recorded as pemanent employee, with 38 people. This division, the helper division has the highest number of employee, with 38 people. This division is followed by the production operator division with 19 people employee, and the production division with 16 people. Meanwhile, the production or packing division has 9 employee, and the production helper division has 8 employee. Other division, such as packing, packing helper, humas resources, the majority of respondents have work eperience between 1-3 years with a total of 53 people. Folloed by a group of respondents with 0-1 years os work eperience, totaling 40 people.

**Normality Testing, Convergent Validity and Realibility Testing**

The fundamental assumption of multivariate analysis is normaly. The data are considered normal if the skewness value is in the range of ±1.96 at a significant of 0.05 (Hair et al., 2017). The data is deemed normal since, according to the table, the normality test indicates that each variable’s skewness values is less that 1.96. In the meantime, the data processing findings demonstrated that all indicators and dimensions created (Hair et al., 2017). Additionally, the realiability test revealed that each variable had Cronbach’s alpha. All things cosidered, the assessment of the meansurement model (outer model) varifies that all dimension and indiocators originate from latent variabel.

**The Hypothesis Test Testing**

The hypothesisiin this study can be knownifrom the calculating of the modeliusing the PLS bootstrappingitechnique. From the result ofithe bootstrapping calculation, the statistical t valueiof each relationship or path will be obtained. This hypothesisitesting is set with a significantilevel 0.05. The hypothesis can beiaccepted if the originalisample values is in lineiwitg the hypothesis. The result of theicalculation for hypothesis testing in this study, usingithe direct effect of the independentivariable on the independentivariable obtained as follows:

**Table 2. T test results (Individual)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Prediction** | **Origional Sampel** | **P Values** |
| LS -> EP | + | 0,379 | 0,000 |
| WL -> EP | + | 0,359 | 0,000 |
| WS -> EP | - | -0,319 | 0,005 |
| R-squared | 0,431 |
| Adjudted R-squared | 0,412 |

Source: SmartPLS Data Processing Results

Caption: LS = Leadership Style; WL = Workload; WS = Work Stress; EP = Employee Performance

**Explanatory**

The research results of the tableabove show that leadership style has a positive and significant influence on employee performance ( = 0,379, p < 0,000), as well as balaced workload ( = 0,359, p < 0,000). In contrast, job stress has a negative and significant influence on employee performance ( = -0,319, p = 0,006), confirming that high stress can reduce productivity. The result show that the R-square (R2) value for theiemployee performance variableiis 0.431, which indicated that 43.1% of the performance variance is explained by the independent variable in the moderate category. This shows that 43.1% of the contributioniof the influanceiof leadership style, workload, and work stres on employee performance, whileithe remainingi56.90% is explained by other variables outside this study. Meanwhile the adjusted R-square values for the employee performance variable was obtained at 0.412, which is also in the medium category. This shiws that 41.2% of theivariation in employeeiperformance be explainediby the contributioniof leadership style, workload andiwork stress, whileithe reamining 58.8% is eplained by other variables outside this study. These two values show how much the independent variables contribute in explaining the dependent variable in this study.

# DISCUSSIONS

**Employee performance is significant enhaced by an effective leadership style**

Research result include (Agista Ningrum et al., 2022), (Dian, 2019), (Pramudya et al., 2023). This indicates that employee performance is improved by leadership style positively and significantly. The significant positive impact of leadership style is line with previous research, which states that an effective leadership style can increase employee motivation, productivity, and job satisfaction and communicate effectively with workers, both individually and in groups. Furthermore, the study also highligthted the importance, of leadership that is adaptive and able to provide clear direction and support required by employees. This calim shows that the findings of this study support the initial conjecture (hypothesis). According to that theory, (Bateman & Snell, 2008) leadershipiinvolves fostering close day-to-day relationship withipeople, helping to guideiand inspire themitowards achieving teamiand organizational goals. This hypothesis is proven by the results of this direction, supporting that leadership style is very important for the procedure of improving employee performance. Based on the idea, organizations need to pay more attention to the development of effective leadership skills. This research comfirms that a good leadership style not only motivates employee, but also provides clear direction and necessary support. This is important to create a production and harmonious work environment. The results of this study found that leadeship style has a positive and significant effect on employee performance. In previous studies, it was found that leadeship style has a positive and significant effect on employee performance. But other studies according to (Jopanda, 2015) and (Rosalina & Wati, 2020) found inversely proportional, namely that leadership style has no positive effect on employee performance. This opinion is support by the researcher’s findingsithat leadershipistyle has aisignificantiinfluence in improving employeeiperformance.

**Employee performance is significantly enhaced by appropriate workload**

Research result include (Ahmad et al., 2019), (Manalu, 2020), (Qoyyimah et al., 2024), (Yuliantini & Suryatiningsih, 2021). This indicates that employeeiperformanceiis positively and significantly improved byiworkload. The significant positive impact of workload is line with previous research, which states that well-managed workload can increase employee efficiency and productivity. This suggestsithat employee performance will improve when workloads provide approriate challange, as well as enable skill development and achievement of organizational goals. Furthefrmoer, this study highlights the importance of balanced workload management, where assigning the right tasks and mathcing the capacity of employee can increase motivation and work productivity. With the right approach, workload can be a key driving factor in achieving optimal performance. This claim shows that ten fingsing of this study support the initial conjecture (hypothesis). According to theory, an appropriate workload can motivate employee to work more productivively, provided it is not too excessive or stressful. This hypothesis is substantiated by these undirection result, supporting that workload is critical to the procedure of improving employee performance. Based on the idea, an effective workload plays a key role ini improving employee performance. The results of this study found that workload has a positive and sifnificant effect on employee performance. In previous studies it was found to have a positive and significant effect on employee performance. But research according to (Rohman & Ichsan, 2021) found that it was inversely proportional, namely that workload had a negative effect on employee performance. This study confirm that an appropriate and balanced workload can significant improve employee performance. Workloads designed with employees’ capacities and skills in mind can encourage them to be more productivity, motivated, and feel more satisfied withe their work, resulting in optimal for the organization.

**Employee performance is significantly decreases due to high work stress**

Research result (Ariansy & Marlina, 2022), (Steven & Prasetio, 2020), (Widjaja et al., 2021). The significant negative impact of work stress is in line with previous research, which states that work stress can lead to decreased productivity, increased absenteeism, and high employee turnover rates. This shows that employee performance decreases negatively when the workload is ecessive or not in accordance with their capacity, which can cause stress, fatigue, and decreasediwork motivation. Furthermore, this study highlights the importance of effective workload management in reducing work stress. This research shows that by providing tasks that are clear, realistic, and in line with employee’ capabilities, organizations can be create a healtier and more productive work environment. Good workload management not only reduces stress levels, but also increases motivation, job satisfaction and overall performance. With the right approach, work stress can be a positive motivating factor to improve employeeiperformance. This statementishow thatithe findings of the this study support the initial conjecture (hypothesis). According to the theory, wirk stress can accur when there is a mismatchibetween job demands and individual’s ability to deal with them. Based on the idea, and reduce their performance. This research confirm that work stress hasia significantiimpact on employeeiperformance. The results of study found that work stress has a negative and significant effect on employee performance. In previous studies it was found to have a negative and significant effect on employee performance. But research according to (Apriyani et al., 2023) and (Dinsar, 2021) found the opposite, namely that workload has a poritive effect on employee performance. High and uncontrolled work stress can decrease productivity, insrease burnout levels and affect employee’ mental well-being.

After researching leadership style, workload, and work stress, the author recommends that there is a need to develop leadership training programs for managers, set reasonable workload limits, and create initiatives to reduce work stress, for example through mental health awereness campaigns or the provision of counseling services in the workplace. These efforts are needed so that employee performance can improve significantly and sustainably. By developing leadership training programs for managers, organizations can ensure that leaders have the skills needed to motivate and guide their teams effetively. This is necessary because the author found the reality that a PT Mayora Indah, leadership style has a positive influence on employee performance, where effective leaders are able to motivate and guide teams to achieve optimal results. In addition, a well-distributed workload also has a positive effect on employee performance, as it provides challenges that encourage productuvuty. However, work stress has a negative influence on employee performance, mainly due to the high pressure of targets that must be achieved in a limited time, which can reduce employee morale and loyalty.

# CONCLUSIONS

(1) Leadeship style significantly affects employee performance and is in the same direction as the hypothesis, which means it supports the theory. (2) Workload significantly affects employee performance and is in the same diraction as the hypothesids, which means it supports the theory. (3) Work stress significantly affects employe performance and is in the same direction as the hypothesis which means it supports the theory.

# Theoretical Implications

#  This research provides theoritical development on employee performance, specifically by introduction tge factors that inlfuence such performance. Trough an in-depth analysis of the influenceiof leadershipistyle, workload, and workistress. this study expands the resultiof this studyican add to the exiting literature and employeeiperformance. The organizations in an effort to improveiperformanceithroughieffective processing of leadership style, workload, and workistress.

**Managerial Implication**

 This result has implications for empoloyee at PT Mayora Indah and other branches of PT Mayora Indah. Toicreate a more supportiveiwork encironment, the findingsiof this research can be integratediinto variousiaspect of the company’s operations. With proper implementation, the resultiof this study enableiPT Mayora toiachieve organizatioonal goals more efficiently and productively, while improving well-being. Specific strategies such as strengthening effective leadership style,ibalancediworkloadi management, stress managementiprograms, welfareiimprovement, competencyidevelopment, and continuous performanceimonitoring can be implemented toicreate a conducive workienvironment and encourage improved employee performance.

**Policy Implementation**

 This research can be applied more broadly by prposing workplace stress management policies. The results of this study can help regulators or the goverment to be ableito support the improvement of employee performanceithrough leadership style. Workload, andiwork stress. The goverment can be used to develop policies taht encourage better management pratices, such as the development of leadership training programs for managers, the establishment of reasonable workload limits, and the creation of initiative to reduce work stres, for example through mental healt awereness campaigns or the provosion of counseling service in the workplace. These meansures are axpectedito create a more productive, healt workienvironmentiand support employee well-being.

**Limitatitons**

 The limitattioniof this studyiis that research variables, namely leadeshipistyle variables, workload, and workistress as independent variabel and employeeiperformance as an dependent variable, are meansures using a questionnaire, so that the data obtained is the respondent’s preception. In addition, respondent were obtained through whatsapp, twitter, and instagram so that the questionnaires obtained were not guided in detail in filling them out. This there is a possobility of respondent subjectivity to the question asked and constraints in waitung for confirmation from respondenst.

 **Suggestion**

 Forifuture researchers, it is recommended to expand theipopularityiby involving more companies rom various industrial sector, as well as using a long-term approach to understand changes in the relationship between variables over time. In addition, supplementing quantitative research with understanding of the employee experience. Also, considering additional variables suchias motivation, jobisatisfaction, and organizational culture, as wellias using different meansure tools will improve the result.

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