



The Influence of Leadership Style, Workload, and Work Stress on Employee Performance

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<p>Article Info</p> <p><i>Keywords:</i></p> <ul style="list-style-type: none"> o Leadership style, o Workload, o Work Stress, o Employee Performance 	<p>Abstract</p> <p><i>Purpose</i> - This study examines the impact of leadership, workload and work on stress employee performance at PT Mayora Indah</p> <p><i>Design/methodology/approach</i> - This research using quantitative methods and Partial Least Square (PLS) analysis collected from one company PT Mayora Indah in Cibitung</p> <p><i>Findings</i> - The findings reveal that leadership style and workload has a positively influence performance, while work stress has a negative impact</p> <p><i>Research limitations/implications</i> - 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.</p>
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INTRODUCTION

Employee performance is one of the most vital elements for the organization because their performance is very calculated to realize the company's vision and mission that has been set. Employee performance is a result that has been achieved by employee used 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 result that are in accordance with the standard imposed by the organization, it can be said that the performance is good (Sukmara, 2023). However, the influence of workload also plays an important role in employee performance. 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 stress on employee performance is an important aspect that every organization should pay attention 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. 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 conducive work environment by applying appropriate leadership style, dividing workload fairly, and developing effective stress management strategies to improve employee performance.

The researcher found that PT Mayora Indah or similar organizations face challenges in understanding how leadership style, workload, and work stress impact employee performance. In a competitive business climate, employee performance is a key success factor. Ineffective leadership style, excessive workload, and high stress levels can 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 employees can work optimally to achieve company goals. However, employees are faced with the challenge of often ineffective leadership, where leaders are unable to motivate or support their teams properly. The leader's inability to clearly communicate the organization's vision and goals is often a major source of problems. Leadership who do not provide consistent and purposeful guidance can cause confusion and uncertainty among employees. In addition, a lack of trust and support from leaders can lead to a decline in employee morale and loyalty. On the other hand, increasing production targets that often need to be met within a limited time, rapid changes in market demand that require flexible responses, and limited human resources can cause work stress for employees. In addition, the implementation of new technologies that require work adjustments and high expectations from management can also be factors that exacerbate workload. To address these issues, companies need to manage workload wisely, provide adequate support, and create a work environment that supports employee well-being. Not only that, the pressure to meet tight deadlines, high workload that often exceeds employees' normal capacity, and lack of adequate rest and recovery time. In addition, a lack of emotional and professional support from management can exacerbate the situation, causing employees to feel isolated and underappreciated. Sudden changes in company policies or work processes can also increase stress levels, as employees must quickly adapt to uncertain circumstances. Addressing work stress requires a holistic approach that includes more effective workload management, providing mental and emotional support, and creating a healthier and more balanced work environment.

Leadership is the ability to influence a group towards the achievement of goals. Previous research found and discussed the effect of leadership style on employee performance. As research conducted by (Agista Ningrum et al., 2022), (Dian, 2019), (Pramudya et al., 2023) shows that leadership style has a significant positive effect on employee performance. However, there are different results from other studies, research by (Rosalina & Wati, 2020), (Jopanda, 2015) that leadership style has no positive effect on employee performance.

Workload is the volume of work that is imposed on labor both in the form of physical





and mental become his responsibility. In relation to employee performance, research conducted by (Ahmad et al., 2019), (Manalu, 2020), (Qoyyimah et al., 2024), (Yuliantini & Suryatiningsih, 2021) which states that workload has a positive and significant effect on employee performance. On the other hand, the opposite result was found by (Rohman & Ihsan, 2021) which states that workload has a negative effect on employee performance.

Another factor that can effect employee performance is work stress. In their research (Ariansy & Marlina, 2022), (Steven & Prasetio, 2020), (Widjaja et al., 2021) stated taht work stress has a negative and significant effect on employee performance. However, other studies, such as those conducted by (Apriyani et al., 2023), (Dinsar, 2021) state that work stress has a positive and significant effect on employee performance. This suggest that the impact of work stress on employee performance varies depending on the specific context and conditions. Factors such as organixational culture, job type, and individual employee characteristics can influence how work stress impact performance.

While previous has addressed leadership style, workload, work stress and employee performance seperately, the approach often ignores the interactions among these variables. Previous research tends to focus only on the influence of each variable individually on employee performance, without considering how leadership style, workload, and work stress influence each other in creating an optimal work environment. This gap encourages the need for a more holistic approach to understanding the complementary relationship between these variables and their impact on overall employee performance.

However, it needs to be realized that there are other factors that play a role in imprvoving employee performance. The purpose of this study was to examine the effect of leadership style, workload, and work, stress on employee performance. The usefulness of this research is to assist companies such as PT Mayora Indah in developing effective strategies to improve employee performance through good leadership management, workload adjusmnet and stress management. This research also prodives valuable input for developing organizational policies that support a productive and harmonious work environment.

LITERATUR REVIEW

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 motivating and communicating with workers, both individually and in groups. Leadership involves building close day-to-day relationship with people, helping to guide and inspire them towards achieving team and organizatonal goals (Bateman & Snell, 2008). In addition leadership server not only as a director in the organization, but also as a prime mover who motivates and builds relationship with both individuals and teams. Effective leadership involves the ability to communicate, guide, and inspire





organizational members to achieve their best performance. This confirms that the role of leaders is crucial in creating a productive and harmonious work environment.

Workload

Work stress theory supports the hypothesis and the result of this study shows that workload plays an important role in employee performance. Workload is one aspect that must be considered by every company, because workload affects employees in increasing productivity and feeling comfortable at work (Wasiman, 2018). Workload is the physical and mental burden that must be carried by employees 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. Workload arises due to a combination of task demands and the resources an individual has. So it can be interpreted that workload is a combination of physical and mental demand faced by employees in carrying out their duties. The balance between workload and individual ability is the key to optimal results. Effective workload management can improve employee performance and create a comfortable and productive work environment. Poorly managed work stress can reduce productivity and threaten an individual's ability to cope with, to understand and manage work stress effectively to create a balance between job demands and individual capacity (Faisal & Sari, 2020; Melindawati et al., 2023).

Work Stress

Stress management theory supports the hypothesis and the result of this study shows that work stress plays an important role in employee performance. This is in line with research (Handoko, 1996) stress is a condition of tension that affects a person's emotions, thought processes and conditions. Too much stress can threaten a person's ability to deal with the environment. Work stress is a person's response, both physically and mentally to change in the work environment. Stress can occur to all people in various professions and each individual will respond differently to changes that 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. So it can be interpreted that work stress is the tension experienced by individuals due to work demands that are excessive or not in accordance with abilities. This condition affects emotional, physical and overall well-being. Therefore, companies need to manage the factors that cause stress to ensure employees can work optimally and feel comfortable.

Employee Performance

Employee performance is the result of work achieved by a person in carrying out the tasks assigned to him to achieve work targets. Employees can work well if they have high performance so that they can produce good work. Employee performance is one of the determining factors for the success of an organization in achieving goals (Silaen et al., 2021).





Meanwhile, according to (Suryani et al., 2020) understanding employee performance is one of the most vital elements for the organization because their performance is very calculated to realize the company's vision and mission that has been set. Its existence cannot be underestimated in the course of business considering its large role for the success and sustainability of an organization cannot be separated from support through the quality of work it provides. So it can be interpreted that employee performance is the result of work achieved by individuals in carrying out the assigned tasks. Good performance not only reflects the quality of work results, but also directly affects the success of the organization in achieving its vision and mission.

Hypothesis Development

One of the factors that play an important role in improving employee performance is the leadership style applied by a leader. According to (Agista Ningrum et al., 2022) the effect of leadership style on employee performance the leadership style of a leader has a big impact on how well employees perform. In his research, it shows that leadership style has a significant positive effect on employee performance. In addition, according to (Pramudya et al., 2023) leadership style has a positive and significant effect 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 style has a positive and significant effect on employee performance.

One of the factors that affect employee performance is a workload that is balanced with their abilities and competencies. According to (Yuliantini & Suryatiningsih, 2021) provides direction regarding the importance of making daily reports as a form 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 that workload is in accordance with employee abilities and competencies. In his research workload has a positive and significant effect on employee performance. Furthermore, (Ahmad et al., 2019) also stated that workload has a positive and significant effect on employee performance. 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 positive effect and significant effect on employee performance.

Work Stress is an important factor that can affect employee performance. According to (Ariansy & Marlina, 2022) the behaviors and attitudes experienced by employees are related



to their own internal conditions and understanding of the situation or environment in the company. When employee experience work stress, their performance will decrease, so the resulting performance is not considered optimal. In his research, work stress has a negative effect on employee performance. In addition (Steven & Prasetio, 2020) also stated that work stress has a negative influence on employee job performance. Then according to (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 basis for H₃ in this study:

H₃: Work stress has a negative and significant effect on employee performance.

RESEARCH METHOD

The type of investigation used in his research is a correlational study to find important variables related to the problem or identify important related to the problem, correlation studies are always carried out in unplanned situations (Sekaran, 2009). This research method uses quantitative methods that have a significant relationship between the variables studied to obtain conclusions that will explain the general picture under study in the form of values or scores for the answers given to respondents on the questionnaire (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 efficient collection of objective and measurable data. The result of the study are expected to provide accurate insights into the factors that influence employee 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	<ol style="list-style-type: none"> 1. Authoritarian Leadership Style 2. Delegative Leadership Style 3. Participative Leadership Style 	(Jopanda, 2015)
	Workload	<ol style="list-style-type: none"> 1. Working Conditions 2. Use of Work Time 3. Targets to Be Achieved 	(Ahmad et al., 2019)
	Work Stress	<ol style="list-style-type: none"> 1. Task Demands 2. Role Demands 	(Apriyani et al., 2023)



		3. Personal Demands	
Dependent Variables	Employee Performance	1. Quality 2. Quantity 3. Timeliness 4. Effectiveness	(Apriyani et al., 2023)

The data analysis method used in this study was the Partial Least Square (PLS) methodology. PLS is a structural equation modeling (SEM) solution method that is better suited for this study than other SEM approaches.

$$EP = \beta_1LS + \beta_2WL + \beta_3WS + \epsilon$$

RESULTS

Respondent Demographics

In research, the sample size is determined by multiplying the number of indicators on the variables or dimension, where the minimum sample is 5 to 10 times the number of indicators of the largest variables. Based on the largest number of indicators of each variable, there are 19 indicators in this study, so the minimum number of respondents is 95 people. Based on this as many as 95 respondent from 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 permanent 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, human resources, the majority of respondents have work experience between 1-3 years with a total of 53 people. Followed by a group of respondents with 0-1 years of work experience, totaling 40 people.

Normality Testing, Convergent Validity and Reliability Testing

The fundamental assumption of multivariate analysis is normality. 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 than 1.96. In the meantime, the data processing findings demonstrated that all indicators and dimensions created (Hair et al., 2017). Additionally, the reliability test revealed that each variable had Cronbach's alpha. All things considered, the assessment of the measurement model (outer model) verifies that all dimension and indicators originate from latent variable.



The Hypothesis Test Testing

The hypothesis in this study can be known from the calculating of the model using the PLS bootstrapping technique. From the result of the bootstrapping calculation, the statistical t value of each relationship or path will be obtained. This hypothesis testing is set with a significant level 0.05. The hypothesis can be accepted if the original sample values is in line with the hypothesis. The result of the calculation for hypothesis testing in this study, using the direct effect of the independent variable on the independent variable obtained as follows:

Table 2. T test results (Individual)

$$EP = \beta_1LS + \beta_2WL + \beta_3WS + \varepsilon$$

Variable	Prediction	Original 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 table above show that leadership style has a positive and significant influence on employee performance ($\beta = 0,379$, $p < 0,000$), as well as balaced workload ($\beta = 0,359$, $p < 0,000$). In contrast, job stress has a negative and significant influence on employee performance ($\beta = -0,319$, $p = 0,006$), confirming that high stress can reduce productivity. The result show that the R-square (R²) value for the employee performance variable is 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 contribution of the influence of leadership style, workload, and work stres on employee performance, while the remaining 56.90% 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 the variation in employee performance be explained by the contribution of leadership style, workload and work stress, while the reamining 58.8% is explained 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 enhanced 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 highlighted the importance, of leadership that is adaptive and able to provide clear direction and support required by employees. This claim shows that the findings of this study support the initial conjecture (hypothesis). According to that theory, (Bateman & Snell, 2008) leadership involves fostering close day-to-day relationship with people, helping to guide and inspire them towards achieving team and 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 confirms 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 leadership style has a positive and significant effect on employee performance. In previous studies, it was found that leadership 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 findings that leadership style has a significant influence in improving employee performance.

Employee performance is significantly enhanced by appropriate workload

Research result include (Ahmad et al., 2019), (Manalu, 2020), (Qoyyimah et al., 2024), (Yuliantini & Suryatiningsih, 2021). This indicates that employee performance is positively and significantly improved by workload. The significant positive impact of workload is line with previous research, which states that well-managed workload can increase employee efficiency and productivity. This suggests that employee performance will improve when workloads provide appropriate challenge, as well as enable skill development and achievement of organizational goals. Furthermore, this study highlights the importance of balanced workload management, where assigning the right tasks and matching 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 findings of this study support the initial conjecture (hypothesis).





According to theory, an appropriate workload can motivate employee to work more productively, 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 signifcant 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 & Prasetyo, 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 decreased work 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 employee performance. This statement show that the findings of the this study support the initial conjecture (hypothesis). According to the theory, wirk stress can accur when there is a mismatch between job demands and individual's ability to deal with them. Based on the idea, and reduce their performance. This research confirm that work stress has a significant impact on employee performance. 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 effectively. 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 productivity. 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) Leadership 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 direction as the hypothesis, which means it supports the theory. (3) Work stress significantly affects employee performance and is in the same direction as the hypothesis which means it supports the theory.

Theoretical Implications

This research provides theoretical development on employee performance, specifically by introducing the factors that influence such performance. Through an in-depth analysis of the influence of leadership style, workload, and work stress, this study expands the result of this study can add to the existing literature and employee performance. The organizations in an effort to improve performance through effective processing of leadership style, workload, and work stress.

Managerial Implication

This result has implications for employees at PT Mayora Indah and other branches of PT Mayora Indah. To create a more supportive work environment, the findings of this research can be integrated into various aspects of the company's operations. With proper implementation, the result of this study enables PT Mayora to achieve organizational goals more efficiently and productively, while improving well-being. Specific strategies such as strengthening effective leadership style, balanced workload management, stress management programs, welfare improvement, competency development, and continuous performance monitoring can be implemented to create a conducive work environment and encourage improved employee performance.

Policy Implementation

This research can be applied more broadly by proposing workplace stress management policies. The results of this study can help regulators or the government to be able to support the improvement of employee performance through leadership style, workload, and work stress. The government can be used to develop policies that encourage





better management practices, such as the development of leadership training programs for managers, the establishment of reasonable workload limits, and the creation of initiative to reduce work stress, for example through mental health awareness campaigns or the provision of counseling service in the workplace. These measures are expected to create a more productive, health work environment and support employee well-being.

Limitations

The limitation of this study is that research variables, namely leadership style variables, workload, and work stress as independent variables and employee performance as a dependent variable, are measured using a questionnaire, so that the data obtained is the respondent's perception. In addition, respondents were obtained through WhatsApp, Twitter, and Instagram so that the questionnaires obtained were not guided in detail in filling them out. Thus there is a possibility of respondent subjectivity to the question asked and constraints in waiting for confirmation from respondents.

Suggestion

For future researchers, it is recommended to expand the popularity by involving more companies from various industrial sectors, 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 such as motivation, job satisfaction, and organizational culture, as well as using different measurement tools will improve the result.

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