



**The Effect of Workload, Work Stress,
Autocratic Leadership Style On Employee
Satisfaction (Study at PT. Angkasa Pura
Administrative Division of I Gusti Ngurah
Rai Airport Branch Office Denpasar Bali)**
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ABSTRACT

This study aims to analyze the influence of workload, work stress, and autocratic leadership style on employee job satisfaction at PT Angkasa Pura, I Gusti Ngurah Rai Airport Branch Office. Utilizing a quantitative approach, this research involved 53 employees from the Administration division as the sample. Data were collected through questionnaires and analyzed using multiple linear regression with SPSS software. The study also included instrument validity testing, classical assumption testing, and hypothesis testing. The results indicate that workload, work stress, and autocratic leadership style have a significant and positive impact on job satisfaction. Employees' ability to manage high workloads contributes to increased satisfaction. Effective work stress management further enhances job satisfaction. Additionally, the implementation of an appropriate autocratic leadership style positively influences employees' overall job satisfaction.

Keywords: *Workload; Job Stress; Autocratic Leadership Style; Job Satisfaction.*

INTRODUCTION

Employees are an important asset of the company, who play a role in achieving goals through their abilities, intelligence, talents, and energy. Job satisfaction is a key factor that affects employee performance and productivity. Employees feel satisfied if work and personal aspects support each other, because job satisfaction reflects positive feelings towards work. According to (Hasibuan, 2017) job satisfaction is a pleasant emotional condition, reflected through work morale, discipline, and achievement. For this reason, attention to excessive workload is very important to support organizational satisfaction and success.

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Excessive workload causes employee dissatisfaction at work, so this needs attention. Starting from employee dissatisfaction can lead to an uncomfortable work atmosphere for employees. Workload, according to (Hervian Aldino & Franksiska, 2021) means that each employee performs the work entrusted to be carried out and accounted for by an organizational unit or a particular employee in accordance with their abilities and abilities so that work effectiveness will be successful properly.

Work stress is something that must be considered for employees of a company. Apart from being caused by workload, other factors from outside the company, such as: employees are experiencing household problems, are experiencing a disaster, and so on. As explained (Pinatih, 2017) work stress is a person's reaction in response to various demands that come from inside and outside the organization. These demands are perceived as opportunities and threats, and stress responses and demands can be measured.

Apart from workload and work stress, leadership style also shapes employee job satisfaction. Leadership style is a concern in running a company that is used by a leader to influence employees so that organizational goals are achieved. According to (Mulyono, 2018) divides leadership styles into three main categories, one of which is autocratic. According to him, autocratic leadership is characterized by the leader's complete dominance in decision making, with little or no contribution from subordinates.

The output of workers (subordinates) determines the success of the organization. To carry out tasks, a manager must divide these tasks and responsibilities to all employees of his work unit according to hierarchy. A leader must be able to provide sufficient attention, give sufficient attention, and reward work achievements and communicate well with all staff. To create such conditions, efforts are needed to improve the current work environment and optimize employee performance. With a good leader and a teamworking optimally, this can happen. Increasing employee satisfaction is one of the goals of a company or organization.

PT Angkasa Pura, as a state-owned enterprise that manages airports in Indonesia, has reliable and professional human resources. The company is tasked with managing airport operations, which include facilitating the departure and arrival of passengers, loading/unloading of goods, and movement between transits. Airport operations play an important role in supporting these functions. PT Angkasa Pura is divided into two entities: PT Angkasa Pura I, which manages airports such as I Gusti Ngurah Rai (Bali), Juanda (Surabaya), and Sultan Hasanuddin (Makassar); and PT Angkasa Pura II, which manages airports such as Soekarno-Hatta (Jakarta), Kualanamu (Medan), and Supadio (Pontianak).

Based on initial observations, researchers chose I Gusti Ngurah Rai airport, because it is an international tourist destination and is one of the second most populous airports in Indonesia. Data from the Central Bureau of Statistics (BPS) in 2023, I Gusti Ngurah Rai airport is the airport ranked number two in international departures with a total of 5,712,649 passengers and number three in domestic departures of 4,721,260 passengers.

Table 1. Passenger Departure Data (January to December 2023)

Airport Name	Domestic Departures	International Departures
Kualanamu	2.543.261	924.956
Soekarno Hatta	18.538.674	6.783.267
Juanda	5.201.166	1.067.398
Ngurah Rai	4.721.260	5.712.649

The Airport Commercial and Development division's main problem is that the work given is excessive and has a short time target. The unsafe work environment is a problem for the Airport Commercial Operation division. High work targets cause work stress for employees of the Airport Commercial Marketing division. Based on the problems that occur in several divisions, the Airport Administration division is worthy of research. This division is a Back-Office which is the center of the administrative process for all divisions in the Airport Commercial environment. The problems faced, such as; the volume of work that must be completed at a certain time, giving deadlines for work that are close together, and in leading there is emphasis and rarely considers input from group members when making decisions. Based on the observations of researchers who deserve to be researched as soon as possible is the Airport Administration division.

I Gusti Ngurah Rai International Airport is one of the busiest airports in Indonesia, with a high volume of domestic and international passengers. As one of the main managers of air transportation in Indonesia, demands for maximum service are a top priority. The Airport Administration Division, which oversees areas such as Human Capital, Finance, Accounting, and General Service, plays an important role in supporting the smooth operation of the airport. However, there are issues that attract attention related to workload, work stress, leadership style, and employee job satisfaction in this division.

Table 2. Pre-research Interview Data 4 Ngurah Rai Airport Manager

Interviewee 1 Manager Accounting	<ul style="list-style-type: none"> • The informant said that the workload experienced was quite heavy due to the provision of work that piled up at the time of going home so that the informant could not go home on time. • The informant said that the work stress experienced was due to the use of working time that exceeded operational hours. • The informant said that the leadership style experienced was emphasized in completing the work. • The informant said that the work dissatisfaction was due to the work that was given to accumulate.
Interviewee 2 Manager Human Capital	<ul style="list-style-type: none"> • Interviewees said the workload experienced was quite heavy because the work targets achieved were quite high. • According to the informant, the work stress experienced is due to high work targets. • Interviewees said the leadership style experienced by the leader's own decision making without involving subordinates. • The interviewee expressed job dissatisfaction experienced due to the lack of constructive feedback by the leader.
Interviewee 3 Manager General Service	<ul style="list-style-type: none"> • According to the informant, the workload experienced is due to excessive use of time. • The informant said that the work stress that came was due to the demands of the task that felt heavy and excessive.

	<ul style="list-style-type: none"> • The informant said he felt the leader involved personal feelings, so the leader was subjective. • The interviewee said the job dissatisfaction experienced was due to work stress due to workload.
Interviewee 4 Manager Finance	<ul style="list-style-type: none"> • According o the informant, heavy workload occurs due to high work targets. • The informant said that stress occurs because of pressure from the leadership in targeting work. • According to the informant, the leader is subjective in leading. • Interviewees said dissatisfaction occurs because leaders are subjective and mix personal feelings in leading.

The researcher chose I Gusti Ngurah Rai Airport as the object of research due to the high volume of domestic and international passengers and focused on the Airport Administration division. This division includes human capital, finance, accounting, and general services, with a total of 53 employees. Initial observations showed that the workload exceeded capacity, especially with additional tasks during off-hours, which resulted in work stress. The accounting manager reported a backlog of work, while the general service manager cited excessive time use as a cause of stress. Autocratic leadership style, which emphasizes getting work done without involving the team in decisions, was also a factor. These phenomena point to symptoms of decreased job satisfaction in the division.

Based on the problems that have been described, the authors are interested in conducting research with the title "The Effect of Workload, Work Stress, Autocratic Leadership Style on Job Satisfaction (Case study at PT Angkasa Pura I Airport Branch Office I Gusti Ngurah Rai)".

LITERATURE REVIEW

Job Satisfaction

Job satisfaction, according to (Listianti et al., 2015) is an employee's attitude towards his job related to the work environment, cooperation between employees, compensation received at work, and other physical and psychological factors. Furthermore, according to (Hidayanti, 2024) job satisfaction is the level of effectiveness or emotional response to various elements involved in work. Here are 5 indicators of job satisfaction, namely; work itself, relationship with superiors, coworkers, promotions, salary or wages.

Workload

Workload is when workers are given tasks that must be completed at a certain time (Kirana et al., 2021). Workload is the average amount of work done over a long period of time (Fitriani Arum, 2022). Indicators of workload, where there are 4 indicators, namely; work conditions, time use, targets to be achieved, and physical demands.

Work Stress

As explained by (Kesehatan et al., 2022), work stress is a person's reaction in response to various demands that come from inside and outside the organization. These

demands are considered opportunities and threats, and stress responses and demands can be measured. Here are 5 indicators of job stress, namely; task demands, roles, interpersonal, work environment conditions, and leader attitudes.

Autocratic Leadership Style

According to (Aditya et al., 2023) autocratic leadership style is a leadership style that emphasizes the completion of subordinate tasks, nurtures authority, and acts unilaterally for self-interest. The following are 5 indicators of autocratic leadership, namely; making their own decisions, subordinate tasks are detailed by the leader, the leader is subjective, subordinate participation as lip service, and strictly supervising subordinate work.

Conceptual Framework

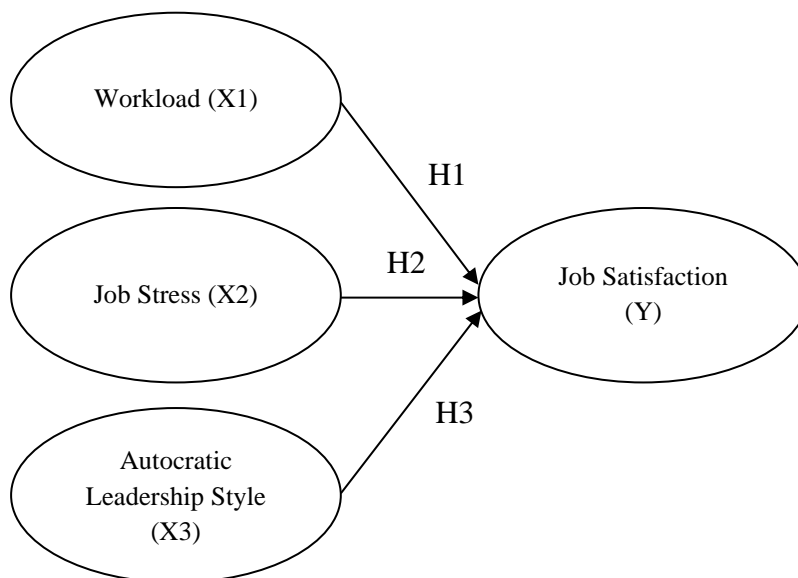


Figure 1. Conceptual Framework

Hypothesis

From the research framework above, the researcher formulates 4 hypotheses;

H.1 Workload has a positive and significant effect on Job Satisfaction.

H.2 Job Stress has a positive and significant effect on Job Satisfaction.

H.3 Autocratic leadership style has a significant positive effect on Job Satisfaction.

H.4 Workload is the dominant variable affecting Job Satisfaction.

RESEARCH METHOD

This research was conducted at PT Angkasa Pura I I Gusti Ngurah Rai Airport Branch Office, Denpasar, Bali. This type of research is quantitative which involves collecting data through a questionnaire distributed to employees of PT Angkasa Pura I, I Gusti Ngurah Rai Airport Branch Office, Bali. The population in this study were all employees of PT Angkasa Pura I Airport Branch Office I Gusti Ngurah Rai Administration division as many as 53 employees. As for the sample using saturated sampling technique, where the entire population in this study was sampled. The data source in this study uses primary data in the form of questionnaire results and interviews

with employees of PT Angkasa Pura I Airport Branch Office I Gusti Ngurah Rai Administration division and collected through questionnaires.

RESULT AND DISCUSSION

Results

1) Respondent Characteristics

a. Based on age

Table 3. Characteristics by Age

Age	Number	Percentage
25 – 29 years	27	51%
30 – 34 years	15	28%
35 – 39 years	6	11%
> 40 years	5	9%
Total	53	100%

The majority of PT Angkasa Pura I I Gusti Ngurah Rai Airport employees are 25-29 years old, showing the dominance of young adults. At this age, they tend to be adaptive to technological developments, in line with the SOE's core value "Adaptive," so the company recruits many of the younger generation. This age range also focuses on career development and job stability.

b. Based on Gender

Table 4. Characteristics Based on Gender

Gender	Number	Percentage
Man	24	45%
Woman	29	55%
Total	53	100%

The results show that the dominance of women is slightly higher than men at PT Angkasa Pura I Gusti Ngurah Rai Airport, reflecting a good gender balance. This dominance is influenced by the significant role of women in administrative and service positions, which require multitasking, accuracy, and interpersonal communication skills. These positions support airport operations with a focus on schedule management, operational coordination, and interaction with passengers and stakeholders.

c. Based on Employee Status

Table 5. Characteristics Based on Employee Status

Employee Status	Number	Percentage
Permanent	29	55%
Contract	24	45%
Total	53	100%

The majority of respondents at PT Angkasa Pura I Gusti Ngurah Rai Airport are permanent employees, indicating job stability and long-term ties with the company. Permanent employees tend to be more committed and responsible, supported by job security, benefits and career development opportunities. This dominance reflects the stability of HR management and the

strategy of retaining an experienced and loyal workforce.

2) Instrument Test Results

a. Validity Test

Table 6. Validity Test Result

Indicator	Item Statement	r_{hitung}	r_{tabel}	Description
Job Satisfaction (Y)	Y.1	0.757	0,207	Valid
	Y.2	0.756		Valid
	Y.3	0.811		Valid
	Y.4	0.669		Valid
	Y.5	0.813		Valid
Workload (X1)	X1.1	0.802		Valid
	X1.2	0.858		Valid
	X1.3	0.828		Valid
	X1.4	0.826		Valid
Job Stress (X2)	X2.1	0.874		Valid
	X2.2	0.858		Valid
	X2.3	0.797		Valid
	X2.4	0.893		Valid
	X2.5	0.797		Valid
Gaya Kepemimpinan Otokratis (X3)	X3.1	0.703		Valid
	X3.2	0.796	Valid	
	X3.3	0.771	Valid	
	X3.4	0.729	Valid	
	X3.5	0.78	Valid	

Based on table 6, each statement item in this research questionnaire can be used in explaining workload variables, work stress, autocratic leadership style,

and job satisfaction because all items are declared valid.

b. Reliability Test

Table 7. Reliability Test Result

Variable	Cronbach Alpha	Description
Job Satisfaction (Y)	0,814	Reliable
Workload (X1)	0,834	Reliable
Job Stress (X2)	0,897	Reliable
Autocratic Leadership Style (X3)	0,809	Reliable

Based on the table 7, it shows that each variable has a Cronbach's Alpha value above 0.6 and can be said to be reliable. So, it shows that the statement items in this questionnaire are consistent.

3) Classical Assumption Test Results

All classical assumption test results, namely normality test, multicollinearity test, and heteroscedasticity test, indicate that the data is normally distributed, there are no symptoms of multicollinearity, and there are no symptoms of heteroscedasticity.

4) Scale Range Results

a. Workload

Table 8. Workload Scale Range X1

Item/ Indikator	Distribusi Jawaban Responden					Total	Skor	Kriteria
	5	4	3	2	1			
X1.1	20	19	5	6	3	53	206	Tinggi
X1.2	21	23	2	6	1	53	216	Tinggi
X1.3	29	17	3	2	2	53	228	Sangat Tinggi
X1.4	29	19	1	2	2	53	230	Sangat Tinggi
Rata-rata Skor						220	Tinggi	

Based on table 8, above, it can be seen that the average score of respondents' answers to the workload variable is 220, which indicates that the

workload is high.

b. Work stress

Table 9. Work Stress Scale Range X2

Item/ Indikator	Distribusi Jawaban Responden					Total	Skor	Kriteria
	5	3	3	2	1			
X2.1	30	16	3	3	1	53	230	Sangat Tinggi
X2.2	24	21	5	1	2	53	223	Tinggi
X2.3	26	19	3	4	1	53	224	Sangat Tinggi
X2.4	24	22	4	2	1	53	225	Sangat Tinggi
X2.5	25	17	6	4	1	53	220	Tinggi
Rata-rata Skor						224	Sangat Tinggi	

Based on table 9, above, it can be seen that the average score of respondents' answers to the work stress variable is 224, which indicates that employee work stress is very high.

c. Autocratic Leadership Style

Table 10. Autocratic Leadership Scale Range X3

Item/ Indikator	Distribusi Jawaban Responden					Total	Skor	Kriteria
	5	4	3	2	1			
X3.1	27	16	6	4	0	53	225	Sangat Baik
X3.2	24	23	4	1	1	53	227	Sangat Baik
X3.3	26	17	5	4	1	53	222	Baik
X3.4	28	15	6	3	1	53	225	Sangat Baik
X3.5	28	13	5	6	1	53	220	Baik
Rata-rata Skor						224	Sangat Baik	

Based on table 10., above, it can be seen that the average score of respondents' answers on the autocratic leadership style variable is 224, which indicates that the autocratic leadership style is very good.

d. Kepuasan Kerja

Table 11. Job Satisfaction Scale Range Y

Item/ Indikator	Distribusi Jawaban Responden					Total	Skor	Kriteria
	5	4	3	2	1			
Y.1	20	26	4	3	0	53	222	Puas
Y.2	24	20	4	4	1	53	221	Puas
Y.3	24	17	6	4	2	53	216	Puas
Y.4	23	19	4	6	1	53	216	Puas
Y.5	30	14	5	2	2	53	227	Sangat Puas
Rata-rata Skor						220	Puas	

Based on table 11., above, it can be seen that the average score of respondents' answers to the employee job satisfaction variable is 220, which

indicates that the employee's job satisfaction is satisfied.

5) Multiple Regression Test Results

a. Regression equation

Table 12. Regression Equation Results

Variabel	Koefisien Regresi	t hitung	Sig. t
Konstanta	1,897	0,945	0,349
Beban Kerja	0,420	3,118	0,017
Stres Kerja	0,433	3,397	0,011
Gaya Kepimpinan Otokratis	0,761	7,035	0,001

Based on table 12,. above obtained from IBM SPSS Statistics obtained the following equation:

$$Y = 1,897 + 0,420X_1 + 0,433X_2 + 0,761X_3 + e$$

b. Determination Coefficient Result

Table 13. Results of the Coefficient of Determination (R²)

Model R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.835 ^a	0.697	0.679
			2.171

Based on the results in table 13 above, the Adjusted R Square value is 0.679, which means that workload, work stress, and autocratic leadership explain the job satisfaction variable by 67.9% and the remaining 32.1% is influenced by other variables outside the study.

6) Hypothesis Test Results

a. Partial Test Results (T)

Table 14. T-test results

Variabel	Nilai t _{hitung}	nilai t _{tabel}	Sig.	Kriteria
Beban Kerja	3,118	2.005	0,017	Signifikan
Stres Kerja	3,397	2.005	0,011	Signifikan
Gaya Kepimpinan Otokratis	7,035	2.005	0,001	Signifikan

Based on table 14, it shows that hypotheses 1 - 3 are accepted which workload, work stress, and autocratic leadership style partially have a significant and positive effect on employee job satisfaction.

b. Uji Dominasi

Table 15. Dominance Test Results

Variabel	Standarized Coefficient Beta
Beban Kerja	0.419
Stres Kerja	0.442
Gaya Kepimpinan Otokratis	0.738

Based on table 14, the standardized coefficient beta value shows that autocratic leadership style (0.738) has a dominant influence on employee job satisfaction compared to workload (0.419) and job stress (0.442), so Hypothesis 4 is rejected.

Discussion

1. Variable descriptions of Workload, Job Stress, Autocratic Leadership Style, and Employee Job Satisfaction

a. Workload

The results of the study confirmed that the workload on employees of

the administrative division of PT Angkasa Pura Denpasar is high. High workload in the administrative division of PT Angkasa Pura Denpasar reflects intense work conditions with dense use of time, challenging targets, and high physical demands. This has the potential to reduce job satisfaction if employees feel overwhelmed. However, if employees are able to manage and complete the workload effectively, this can actually increase job satisfaction because they feel successful in achieving targets and being recognized for their contributions. Support from superiors and recognition of work results also help to offset the negative effects of high workload, so employees can remain satisfied.

b. Work Stress

The results of the study confirmed that work stress in administrative employees of PT Angkasa Pura Denpasar is classified as very high. Very high job stress, measured through task demands, roles, interpersonal relationships, work environment conditions, and leader attitudes, indicates significant pressure felt by employees. Excessive stress can reduce job satisfaction because it disrupts mental and physical balance. However, if employees are able to face and cope with the stress, they can feel increased job satisfaction due to feelings of accomplishment and mastery of the challenges faced. Factors such as support from coworkers and fair promotions can also amplify the positive effects of successfully coping with stress, resulting in employees feeling more satisfied with their jobs.

c. Autocratic Leadership Style

An excellent autocratic leadership style is characterized by the leader's own decision-making, detailed assignments, close supervision, and formal subordinate participation. This style can increase job satisfaction if employees feel that clarity of instructions and tight control provide clear direction and ensure work efficiency. Although the autocratic style limits subordinate participation, when applied effectively, it can create a sense of security and productivity that ultimately increases job satisfaction.

d. Job Satisfaction

Job satisfaction which is in the satisfied category in the Administration division of PT Angkasa Pura Denpasar can be explained by several supporting factors even though the workload and work stress are quite high. First, fair compensation and rewards for good performance provide a sense of justice and adequate appreciation. Second, a supportive work environment, both physically and psychologically, creates a comfortable atmosphere and helps reduce the negative impact of work pressure. In addition, an effective autocratic leadership style with clear instructions and firm discipline provides needed structure, increases a sense of security, and clarifies job expectations. Clear career development and promotion opportunities also provide additional motivation for employees to stay and grow. Finally, good relationships with coworkers create social support that reinforces a sense of job satisfaction. All these factors work together to maintain high levels of job satisfaction despite the challenges of the workplace.

2. The effect of workload on employee job satisfaction

Research shows a positive and significant influence between workload and

employee job satisfaction. That is, the higher the workload that can be completed, the higher their job satisfaction. In an airport operational environment, high workloads are caused by factors such as complex task demands, high flight frequency, and the need to provide optimal service under time pressure. Employees must maintain consistent performance and meet strict operational standards. This finding is in line with previous research (Retnowati et al., 2023) by which also showed a significant effect of workload on job satisfaction.

3. The effect of job stress on employee job satisfaction

Research shows that there is a significant and positive influence between job stress and employee job satisfaction. This means that improvements in job stress levels can increase job satisfaction. In the airport environment, job stress is often triggered by high job demands, tight timelines, and pressure to provide safe and consistent service. Responsibilities in 24/7 operations and managing unexpected situations also contribute to stress. Employees with high stress levels tend to feel less satisfied with their jobs. These findings are consistent with theories on stress and job satisfaction, which state that chronic stress can impair employees' psychological well-being and productivity. These results are in line with previous research by (Xie et al., 2021) which also showed a significant effect of job stress on job satisfaction.

4. The Effect of Autocratic Leadership Style on Employee Job Satisfaction

Research shows there is a significant and positive influence between autocratic leadership style and employee job satisfaction. This leadership style is effective in situations that require high compliance and structured tasks, as autocratic leaders make decisions quickly and efficiently, provide clear direction and reduce uncertainty. In an airport operational environment that prioritizes accuracy and safety, autocratic leadership can provide clarity and stability, and increase job satisfaction. This finding is in line with previous research (Gultom, 2022) which also showed a significant effect of autocratic leadership style on job satisfaction.

5. Autocratic Leadership Style Has the Most Dominant Effect on Employee Job Satisfaction

The results showed that the fourth hypothesis was rejected, with autocratic leadership style more dominantly affecting employee job satisfaction than workload and work stress. Autocratic leadership style provides firm instructions and clarity, creating a sense of security and certainty for employees, so they can work without confusion. Quick and authoritarian decisions from leaders also reduce uncertainty, making employees feel more stable despite facing high workloads. In situations with clear structure and direction, the negative impact of workload and stress can be minimized, making autocratic leadership style have a more significant impact on employee job satisfaction.

CONCLUSION

The research conclusion shows that at PT Angkasa Pura I Gusti Ngurah Rai Airport Branch Office Bali, employee workload is in the high category, work stress is in the very high category, autocratic leadership style is in the very good category, and job satisfaction is in the satisfied category. Workload and work stress have a significant effect on job satisfaction, where the higher the load and stress experienced, the higher the employee's job satisfaction. In addition, autocratic leadership style also has a significant

effect, with the better this leadership style, the higher employee job satisfaction. An autocratic leadership style proved more dominant in influencing job satisfaction, suggesting that close supervision and limited room for employee decision-making contributed to higher job satisfaction.

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