



The influence of situational leadership style and workload on job stress through locus of control and work balance in retail businesses

Author Name(s): Fitri Rezeki, Erina Rulianti, Hamzah Muhammad Mardi Putra, Fachrurazi Fachrurazi

Publication details, including author guidelines

URL: <https://jurnal.iicet.org/index.php/jppi/about/submissions#authorGuidelines>

Editor: Frischa Meivilona Yendi

Article History

Received: 19 Mar 2024

Revised: 13 Nov 2025

Accepted: 15 Nov 2025

How to cite this article (APA)

Rezeki, F., Rulianti, E., Putra, H. M. M., & Fachrurazi, F. (2025). The influence of situational leadership style and workload on job stress through locus of control and work balance in retail businesses. *Jurnal Penelitian Pendidikan Indonesia*. 11(3), 303-310. <https://doi.org/10.29210/020253872>

The readers can link to article via <https://doi.org/10.29210/020253872>

SCROLL DOWN TO READ THIS ARTICLE



Indonesian Institute for Counseling, Education and Therapy (as publisher) makes every effort to ensure the accuracy of all the information (the "Content") contained in the publications. However, we make no representations or warranties whatsoever as to the accuracy, completeness, or suitability for any purpose of the Content. Any opinions and views expressed in this publication are the opinions and views of the authors and are not the views of or endorsed by Indonesian Institute for Counseling, Education and Therapy. The accuracy of the Content should not be relied upon and should be independently verified with primary sources of information. Indonesian Institute for Counseling, Education and Therapy shall not be liable for any losses, actions, claims, proceedings, demands, costs, expenses, damages, and other liabilities whatsoever or howsoever caused arising directly or indirectly in connection with, in relation to, or arising out of the use of the content.

JPPPI (Jurnal Penelitian Pendidikan Indonesia) is published by Indonesian Institute for Counseling, Education and Therapy comply with the [Principles of Transparency and Best Practice in Scholarly Publishing](#) at all stages of the publication process. JPPPI (Jurnal Penelitian Pendidikan Indonesia) also may contain links to web sites operated by other parties. These links are provided purely for educational purpose.



This work is licensed under a [Creative Commons Attribution 4.0 International License](#).

Copyright by Rezeki, F., Rulianti, E., Putra, H. M. M., & Fachrurazi, F. (2025).

The author(s) whose names are listed in this manuscript declared that they have NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, employment, consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript. This statement is signed by all the authors to indicate agreement that the all information in this article is true and correct.

JPPPI (Jurnal Penelitian Pendidikan Indonesia)

ISSN: 2502-8103 (Print) | ISSN: 2477-8524 (Electronic)



The influence of situational leadership style and workload on job stress through locus of control and work balance in retail businesses

Fitri Rezeki^{1*}, Erina Rulianti¹, Hamzah Muhammad Mardi Putra¹, Fachrurazi Fachrurazi²

¹ Departemen of Management, University Pelita Bangsa, Bekasi, Indonesia

² Departemen of Manajemen Bisnis Syariah, Institute Agama Islam Negeri Pontianak, Pontianak, Indonesia

Article Info

Article history:

Received Mar 19th, 2024

Revised Nov 13th, 2025

Accepted Nov 15th, 2025

Keywords:

Situational leadership style
Workload
Job stress
Locus of control
Work balance

ABSTRACT

This study examines workplace factors—Locus of Control, Situational Leadership, Work Balance, and Workload—and their collective impact on Job Stress. The urgency of this research arises from the increasing prevalence of job stress that threatens employee productivity and organizational sustainability. The study aims to analyze the direct and indirect effects of these factors in predicting and mitigating stress. A quantitative causal research design was applied with a saturated sample of 95 employees from various organizations. Data were collected through structured questionnaires as the primary instrument, and analysis was conducted using Structural Equation Modeling–Partial Least Square (SEM-PLS). The findings indicate that Locus of Control significantly predicts Job Stress, emphasizing the role of personal control in reducing stress. Situational Leadership positively influences Locus of Control, while Work Balance reduces Job Stress. Conversely, Workload negatively affects Work Balance, thereby increasing stress levels. Indirect effects were also observed, such as Situational Leadership reducing Job Stress through Locus of Control and Workload influencing stress via Work Balance. The implications suggest that organizations should adopt adaptive leadership, strengthen employees' sense of control, and manage workloads effectively. These integrated strategies provide valuable insights for leaders, policymakers, and researchers to foster healthier and more productive work environments.



© 2025 The Authors. Published by IICET.

This is an open access article under the CC BY-NC-SA license
(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Fitri Rezeki.
Universitas Pelita Bangsa
Email: Fitri_rezeki@pelitabangsa.ac.id

Introduction

In the intricate tapestry of organizational success, human resources emerge as the linchpin, orchestrating the symphony of efficiency and effectiveness crucial for the desired operational harmony.

Their role transcends mere functionality; they are the essence that animates the corporate structure, vital for steering the organization towards its envisioned aspirations (Cooke et al., 2019; Podgorodnichenko et al., 2019; Xiao et al., 2019). Yet, the Achilles' heel in this dynamic is workplace stress a pervasive specter looming over employees in Indonesia, indiscriminately affecting every echelon, from the fresh-faced recruits to the seasoned executives. Unchecked, this stress metamorphoses into a myriad of detriments, eroding social, emotional, psychological well-being, and fraying the threads of productivity and interpersonal relationships (Hassan, 2017; Qing et al., 2019; Teo Et al., 2020).

The catalysts of workplace stress are multifaceted, with the leadership style at the forefront, acting as either a balm or a stressor (Bird & Mendenhall, 2016; Lee et al., 2019; Mousa et al., 2020; Paais & Pattiruhu, 2022). The perils of neglecting employee well-being are manifold, sparking heightened stress responses that tarnish the sheen of organizational welfare and amplify job related anxieties (Dittes et al., 2019). Compounding this are the intrinsic demands of the job onerous workloads, relentless deadlines, and unyielding schedules that can besiege employees, particularly in sectors where the pressure is relentless (Freedman, 2019). This continuous push to the brink, devoid of adequate support, escalates stress, threatening to unravel the fabric of workforce harmony (Canboy et al., 2021; Jia et al., 2019).

This convergence of factors leadership dynamics, inherent job challenges, and the overarching influence of human resource management forms the nucleus of our inquiry, especially within the context of Ony Trading Business in Central Java. This research is poised to dissect the intricate interplay between leadership style, workload, locus of control, and work-life balance, and their cumulative impact on job stress. It aims to illuminate the pathways through which these elements weave the psychological and emotional milieu of employees, aspiring to craft strategies that mitigate stress, enhance well-being, and catalyze a thriving organizational climate.

Embarking on this scholarly voyage, we anchor our focus on the pressing imperative to address and alleviate the stressors in the Indonesian workplace, a mission critical for safeguarding the health of the organizational ecosystem and its inhabitants. By delving into the causative factors of workplace stress within the unique setting of Ony Trading Business, we endeavor to furnish insights that empower leaders and organizations to cultivate an environment where human resources can flourish, unencumbered by the shackles of stress, thereby engendering a sanctuary of productivity, satisfaction, and holistic well-being.

Method

The type of research used in this study is explanatory research with a causal approach, aimed at testing the influence between variables in a structural model that seeks to examine the impact of the dependent variable on the independent variable. Quantitative research begins with research hypotheses that are conceptually defined in the form of clear variables. Subsequently, systematic data collection, calculations, and data processing are carried out with the utilization of existing standardization methods.

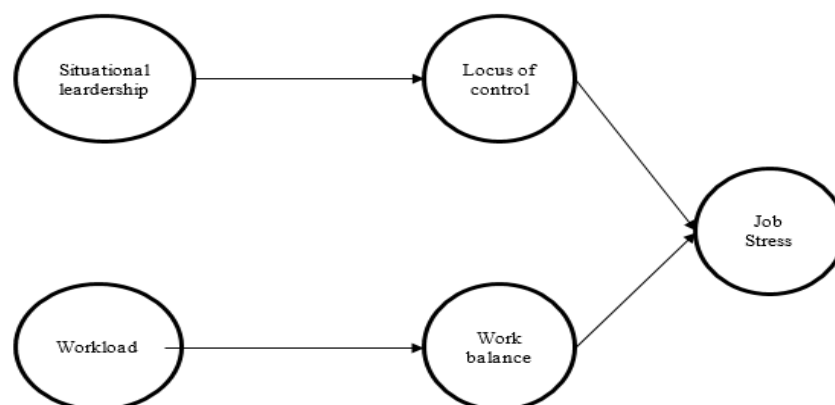


Figure 1 The Conceptual Framework

The conceptual framework of this study illustrates that job stress is influenced by four critical variables: situational leadership, workload, work-life balance, and locus of control. Situational leadership plays a vital role in determining how leaders adjust their leadership styles to align with the conditions and characteristics of their subordinates, which in turn can either reduce or intensify job stress. Workload, when excessive or disproportionate to an individual's capacity, tends to create psychological pressure, whereas a balanced workload supports productivity without generating excessive strain. Furthermore, maintaining a healthy work-life balance enables individuals to manage stress more effectively, while poor balance exacerbates the risk of work-related stress. In addition, locus of control reflects an individual's belief in their ability to influence outcomes; employees with an internal locus of control are generally better equipped to handle stress compared to those with an external locus of control. Taken together, these four variables represent significant determinants that strongly shape the level of job stress experienced by employees within an organization.

To capture these variables, this study employs several validated scales. The situational leadership variable is measured using the scale developed by (Hersey and Blanchard (1969), which evaluates how leaders adapt their leadership style according to situational demands and employee readiness. Responses are recorded on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), with prior studies reporting Cronbach's alpha above 0.70, indicating good reliability. An example item is: "My supervisor adapts his/her leadership style to the needs of the team." The workload variable is assessed using items adapted from Munandar (2001) and the NASA Task Load Index by Hart and Staveland (1988), focusing on quantitative demands, qualitative demands, and time pressure. Items are rated on a 5-point Likert scale, and prior research shows alpha values exceeding 0.75. An example item is: "I often feel that the tasks assigned to me are too many to complete within the given deadlines."

The locus of control variable is measured using the Rotter (1966) scale, which distinguishes between internal and external orientations. The scale employs a 5-point Likert format and has demonstrated Cronbach's alpha values between 0.70 and 0.80 in prior research. A representative item is: "My success at work depends primarily on my own effort and ability." The work-life balance variable is measured using the instrument developed by Fisher, Bulger, and Smith (2009), which evaluates the individual's ability to balance work and personal responsibilities. Responses are captured on a 5-point Likert scale, with prior studies confirming strong reliability ($\alpha > 0.80$). An example item is: "I am able to maintain a balance between work demands and personal life." Finally, the job stress variable is measured using items adapted from House and Rizzo (1972) and Luthans (2006), which assess emotional pressure, workload strain, and interpersonal disruptions caused by job demands. Reliability tests in earlier studies show alpha values above 0.75. A sample item is: "I feel pressured by the workload I face each day."

This study investigates these four variables, comprising two independent variables (situational leadership and workload), two mediating variables (locus of control and work-life balance), and one dependent variable (job stress). The research population consists of 95 employees working in retail companies in Central Java, with a final sample of 80 individuals determined through a non-probability sampling method, specifically saturation sampling. Data analysis employs Structural Equation Modeling with a Partial Least Squares (SEM-PLS) approach using SmartPLS software. The analysis begins with testing the outer model, which includes convergent validity (loading factors > 0.7), discriminant validity (cross-loadings > 0.7), and reliability (composite reliability and Cronbach's alpha > 0.70). Subsequently, the inner model is assessed, focusing on R-squared (R^2) values for dependent variables, Goodness of Fit (GoF) indices such as SRMR, Chi-Square, and NFI, as well as path coefficient testing to evaluate the strength and significance of relationships between variables. These comprehensive model assessments are conducted to answer the research questions and validate the theoretical framework (Haryono, 2017). Additionally, Suryawardani's (2018) research on social issues, "Evaluation of Marketing Strategy of Sanur Village Festival Based on Visitor's Behavior," also applied SEM-PLS analysis using SmartPLS v3.0, thereby reinforcing the methodological rigor employed in this study.

Results and Discussions

This research endeavors to unveil the crucial role of Locus Of Control and Work Balance as mediating factors that provide a new perspective in linking Situational Leadership and Workload with the level of Job Stress experienced by workers in the Retail sector of Central Java. This investigation requires methodological precision starting from the stage of verifying the authenticity of data. This fundamental step involves the application of a validity test a critical process that measures the capability of the research instrument to accurately capture the essence of the phenomenon being observed. Relying on the loading values of the selected indicators, this research establishes a threshold of validity where factors with loading values above 0.7 are considered valid indicators.

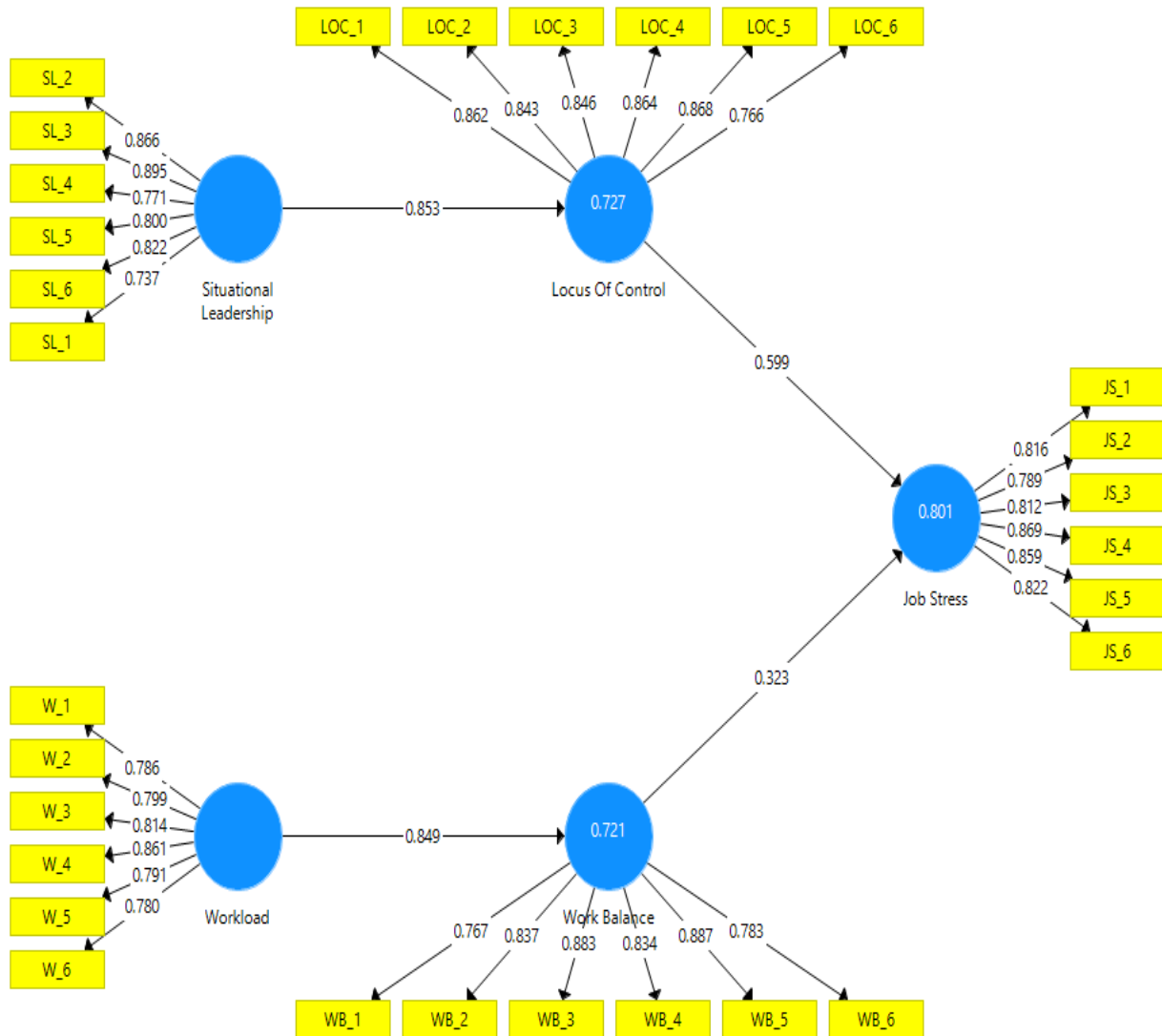


Figure 2 A Threshold of Validity

Tabel 1. Validity Test Results

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Stress	0,91	0,91	0,93	0,69
Locus Of Control	0,92	0,92	0,94	0,71
Situational Leadership	0,90	0,90	0,92	0,67
Work Balance	0,91	0,91	0,93	0,69
Workload	0,89	0,89	0,92	0,65

The measurement model presented in the data demonstrates exemplary internal consistency and reliability across all constructs, with Cronbach's Alpha and rho_A values uniformly high, ranging between 0.89 to 0.92, surpassing the accepted reliability threshold of 0.7. Composite Reliability (CR) scores follow suit, all exceeding the 0.9 mark, reinforcing the reliability of the constructs. Furthermore, the Average Variance Extracted (AVE) for each construct exceeds the minimum criterion of 0.5, with values from 0.65 to 0.71, indicating robust convergent validity and confirming that a significant proportion of variance in the indicators is indeed captured by their respective constructs. Collectively, these results validate the integrity of the measurement model, ensuring that the constructs of Job Stress, Locus Of Control, Situational Leadership, Work Balance, and Workload are measured with a high degree of reliability and validity, providing a solid basis for any further analysis involving these constructs within the structural equation modeling framework.

Tabel 2. R-Square test results

	R Square	R Square Adjusted
Job Stress	0,80	0,80
Locus Of Control	0,73	0,72
Work Balance	0,72	0,72

The R Square values in the data analysis indicate a strong explanatory power within the model for the constructs of Job Stress, Locus Of Control, and Work Balance, with values of 0.80, 0.73, and 0.72 respectively. These figures suggest that the model's independent variables explain 80%, 73%, and 72% of the variance in Job Stress, Locus Of Control, and Work Balance, respectively. The Adjusted R Square values are consistent with the R Square values, indicating that the explanatory power of the model is robust even when the number of predictors or the sample size is taken into account. This similarity between R Square and Adjusted R Square values suggests that the model is appropriately specified and that the addition of independent variables has not led to any significant inflation of the variance explained, thus providing confidence in the generalizability of the model to the population.

The Standardized Root Mean Square Residual (SRMR) is employed as a critical benchmark for determining model fit, with values lesser than 0.10 denoting a commendable fit. Concurrently, the Normal Fit Index (NFI), which oscillates between 0 and 1, offers insights into the model's relative performance, with values nearing 1 signifying enhanced model fidelity. Referencing Table 4.8.4, the observed SRMR value is 0.07, which is substantially below the conventional acceptability threshold of 0.10, and the NFI is quantified at 0.68, which not only exceeds the minimum boundary but also resides comfortably within the optimal range, thereby corroborating the model's robustness. These indicators conclusively corroborate the constructed model's appropriateness and provide assurance of its soundness in encapsulating the phenomena under investigation.

Table 3. Path Coefficient Table

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Locus of Control -> Job Stress	0,60	0,60	0,10	5,97	0,00
Situational Leadership -> Locus of Control	0,85	0,86	0,03	28,26	0,00
Work Balance -> Job Stress	0,32	0,32	0,10	3,11	0,00
Workload -> Work Balance	0,85	0,85	0,04	23,71	0,00
Situational Leadership -> Locus of Control -> Job Stress	0,51	0,51	0,09	5,97	0,00
Workload -> Work Balance -> Job Stress	0,27	0,28	0,09	2,96	0,00

The results of the data analysis conclusively indicate that all hypothesized relationships within the structural model are statistically significant. Locus Of Control demonstrates a potent impact on Job Stress with a path coefficient of 0.60, mirrored by the sample mean and substantiated by a robust T statistic of 5.97. Likewise, Situational Leadership exerts a pronounced influence on Locus Of Control, as evidenced by a strikingly high path coefficient of 0.85 and a T statistic of 28.26, indicating a very strong

predictive power. Work Balance also contributes significantly to Job Stress, albeit with a more moderate coefficient of 0.32, but still with a T statistic signifying significance. A notable path coefficient of 0.85 suggests that Workload critically affects Work Balance, further confirmed by an impressive T statistic of 23.71. The indirect influences in the model, such as that of Situational Leadership on Job Stress through Locus Of Control, and Workload on Job Stress through Work Balance, are also significant, with coefficients of 0.51 and 0.27, respectively, both yielding T statistics that firmly reject the null hypothesis. Across the board, the P values stand at 0.00, affirming the non-spurious nature of the relationships and underscoring the robustness of the model's predictive capacity.

Discussion

The findings from the structural model analysis provide several noteworthy implications for the understanding of workplace dynamics. Firstly, the significant path from Locus Of Control to Job Stress underscores the psychological impact of perceived control on employees' stress levels. This suggests that interventions aiming to enhance individuals' sense of control could be effective in mitigating job-related stress. The high T statistic for this relationship signals that Locus Of Control is a robust predictor of Job Stress, and thus merits attention from both researchers and practitioners focused on organizational health.

The pronounced influence of Situational Leadership on Locus Of Control indicates that leadership styles adaptive to various situations can bolster individuals' perceptions of control. This finding reinforces (Jufrizen & Lubis, 2018; Sri et al., 2022; Afsar et al., 2020) the notion that flexible leadership approaches are critical in today's rapidly changing work environments. The exceptionally high T statistic for this relationship affirms its strength and suggests that leadership training should focus on developing situational adaptability in leaders.

Furthermore, the path from Work Balance to Job Stress, though moderate, is still statistically significant, highlighting the perennial concern of balancing work demands with personal life. Organizations might consider policies and programs that promote work-life balance to address this issue, potentially reducing job stress and improving overall employee well-being (Prayogi et al., 2019; Talukder, 2020; Yusnita & Nurlinawaty, 2022).

The impact of Workload on Work Balance, indicated by a substantial path coefficient, points to the direct effects of workload management on employees' ability to maintain balance. This high coefficient and corresponding T statistic suggest that organizations should monitor and manage workload to prevent an imbalance that could lead to increased stress. (Padila & Andri, 2022); (Maharani & Budianto, 2019); (Badri, 2020).

The indirect effects revealed in the model—namely, Situational Leadership's impact on Job Stress via Locus Of Control, and Workload's impact on Job Stress through Work Balance—speak to the interconnected nature of these constructs. These indirect pathways underscore the multifaceted approach needed to address job stress, incorporating leadership development, empowerment strategies, and workload management. (Canboy et al., 2021; Hassan, 2017; Studi Manajemen & Tinggi Ilmu Ekonomi Bisma Bima Lepisi, 2020)

Conclusions

the discussion derived from these results centers on the critical role of both personal and organizational factors in managing job stress. Situational Leadership emerges as a key element in enhancing perceived control and indirectly reducing stress, while effective workload management directly contributes to better work-life balance, which in turn reduces stress. These findings suggest that organizations looking to improve employee well-being and reduce job stress should consider multifaceted interventions that address both the development of adaptive leadership skills and the careful calibration of workload and work-life balance policies.

References

- Afsar, B., Maqsoom, A., Shahjehan, A., Afridi, S. A., Nawaz, A., & Fazliani, H. (N.D.). Responsible Leadership And Employee's Proenvironmental Behavior: The Role Of Organizational Commitment, Green Shared Vision, And Internal Environmental Locus Of Control. *Corporate Social Responsibility And Environmental Management*, 27(1), 297–312.
- Ali Akbar, A. D. R. M. (2020). The Influence Of Organizational Culture And Situational Leadership To Employee Engagement Through Compensation As A Mediator At Pt. Astra Welab Digital Arta Ali. *Dinasti International Journal Of Digital Business Management (Dijdbm)*, 5(6), 177–178. <https://doi.org/10.31933/Dijdbm>
- Badri Ia. Hubungan beban kerja dan lingkungan kerja dengan stres kerja perawat ruangan ICU dan IGD. Vol. 5. 2020.
- Bird, A., & Mendenhall, M. E. (2016). From Cross-Cultural Management To Global Leadership: Evolution And Adaptation. *Journal Of World Business*, 51(1), 115–126. <https://doi.org/10.1016/j.jwb.2015.10.005>
- Canboy, B., Tillou, C., Barzantny, C., Güçlü, B., & Benichoux, F. (2021). The Impact Of Perceived Organizational Support On Work Meaningfulness, Engagement, And Perceived Stress In France. *European Management Journal*. <https://doi.org/https://doi.org/10.1016/j.emj.2021.12.004>
- Cooke, F. L., Wood, G., Wang, M., & Veen, A. (2019). How Far Has International Hrm Travelled? A Systematic Review Of Literature On Multinational Corporations (2000–2014). *Human Resource Management Review*, 29(1), 59–75. <https://doi.org/https://doi.org/10.1016/j.hrmr.2018.05.001>
- Dittes, S., Richter, S., Richter, A., & Smolnik, S. (2019). Toward The Workplace Of The Future: How Organizations Can Facilitate Digital Work. *Business Horizons*, 62(5), 649–661. <https://doi.org/https://doi.org/10.1016/j.bushor.2019.05.004>
- Fisher, G. G., Bulger, C. A., & Smith, C. S. (2009). Beyond work and family: A measure of work/nonwork interference and enhancement. *Journal of Occupational Health Psychology*, 14(4), 441–456. <https://doi.org/10.1037/a0016737>
- Fred Luthans, (2006), Perilaku Organisasi. Edisi Sepuluh, PT. Andi: Yogyakarta.
- Freedman, B. D. (2019). Risk Factors And Causes Of Interpersonal Conflict In Nursing Workplaces: Understandings From Neuroscience. *Collegian*, 26(5), 594–604. <https://doi.org/https://doi.org/10.1016/j.colegn.2019.02.001>
- Hart, S. G., & Staveland, L. E. (1988). Development of NASA-TLX (Task Load Index): Results of empirical and theoretical research. In P. A. Hancock & N. Meshkati (Eds.), *Human mental workload* (pp. 139–183). North-Holland. [https://doi.org/10.1016/S0166-4115\(08\)62386-9](https://doi.org/10.1016/S0166-4115(08)62386-9)
- Haryono, S. (2017). *Metode Sem Untuk Penelitian Manajemen Amos Lisrel Pls*. Jakarta: Luxima Metro Media.
- Hassan, Z. (2017). Impact Of Job Stress On Employee Performance. *International Journal Of Accounting, Business & Management*, 5(2), 13–33.
- House, R. H., & Rizzo, J. R. (1972). Role conflict and ambiguity as critical variables in a model of organizational behavior. *Organizational Behavior & Human Performance*, 7(3), 467–505. [https://doi.org/10.1016/0030-5073\(72\)90030-X](https://doi.org/10.1016/0030-5073(72)90030-X)
- Jia, A. Y., Rowlinson, S., Loosemore, M., Gilbert, D., & Ciccarelli, M. (2019). Institutional Logics Of Processing Safety In Production: The Case Of Heat Stress Management In A Megaproject In Australia. *Safety Science*, 120, 388–401. <https://doi.org/https://doi.org/10.1016/j.ssci.2019.07.004>
- Jufrizen, J., & Lubis, A. S. P. (N.D.-A). Pengaruh Kepemimpinan Transformasional Dan Kepemimpinan Transaksional Terhadap Kinerja Pegawai Dengan Locus Of Control Sebagai Variabel Moderating. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 41–59.
- Jufrizen, J., & Lubis, A. S. P. (N.D.-B). Pengaruh Kepemimpinan Transformasional Dan Kepemimpinan Transaksional Terhadap Kinerja Pegawai Dengan Locus Of Control Sebagai Variabel Moderating. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 41–59.
- Lee, K.-P., Bae, J.-Y., Lee, B. H., & Choi, J.-H. (2019). The Acculturative Stress Of Host Country Managers Working At Mnc Subsidiaries: Determinants And Effects. *Journal Of World Business*, 54(4), 387–398. <https://doi.org/https://doi.org/10.1016/j.jwb.2019.04.001>
- Maharani R, Budianto A. Master of Management Studies Program pengaruh beban kerja terhadap stres kerja dan kinerja perawat rawat inap dalam. 2019;3:327. Available from:

<http://jurnal.unigal.ac.id/index.php/managementreviewdoi:http://dx.doi.org/10.25157/mr.v3i2.2614>

- Mousa, M., Abdelgaffar, H., Aboramadan, M., & Chaouali, W. (2020). Narcissistic Leadership, Employee Silence, And Organizational Cynicism: A Study Of Physicians In Egyptian Public Hospitals. *International Journal Of Public Administration*.
<https://doi.org/10.1080/01900692.2020.1758719>
- Paais, M., & Pattiruhu, J. R. (N.D.). Effect Of Motivation, Leadership, And Organizational Culture On Satisfaction And Employee Performance. *The Journal Of Asian Finance, Economics And Business*, 7(8), 577–588.
- Padila P, Andri J. Beban Kerja dan Stres Kerja Perawat di Masa Pandemi Covid-19. *Jurnal Keperawatan Silampari*. 2022 Apr 10;5(2):919–26.
- Podgorodnichenko, N., Edgar, F., & Mcandrew, I. (2019). The Role Of Hrm In Developing Sustainable Organizations: Contemporary Challenges And Contradictions. *Human Resource Management Review*, 100685. <https://doi.org/10.1016/j.hrmmr.2019.04.001>
- Prayogi, M. A., Koto, M., & Arif, M. (2019). Kepuasan Kerja Sebagai Variabel Intervening Pada Pengaruh Work-Life Balance Dan Stres Kerja Terhadap Turnover Intention. *Jurnal Ilmiah Manajemen Dan Bisnis*, 20(1), 39–51. <https://doi.org/10.30596/jimb.v20i1.2987>
- Qing, M., Asif, M., Hussain, A., & Jameel, A. (N.D.). Exploring The Impact Of Ethical Leadership On Job Satisfaction And Organizational Commitment In Public Sector Organizations: The Mediating Role Of Psychological Empowerment. *Review Of Managerial Science*, 14(6), 1405–1432.
- Sri, N., Nengsi, W., Andani, M., & Kumbara, V. B. (2022). Pengaruh Locus Of Control Dan Perilaku Kepemimpinan Situasional Terhadap Kepuasan Kerja Dengan Prestasi Kerja Sebagai Variabel Intervening (Studi Kasus Pada Pt.Kencana Sawit Indonesia. *Jurnal Penelitian Dan Pengkajian Ilmiah Sosial Budaya (Jppisb)*, 1(1), 118–123. <https://doi.org/10.47233/jppisb.v1i1.409>
- Studi Manajemen, P., & Tinggi Ilmu Ekonomi Bisma Bima Lepisi, S. (2020). *Pengaruh Locus Of Control Dan Stress Kerja Terhadap Prestasi Kerja Karyawan Head Office Cv Jasa Alam Budi Karyanto* (Vol. 01, Issue 03). <http://trianglesains.makarioz.org>
- Talukder, A. M. H. (N.D.). Supervisor Support And Organizational Commitment: The Role Of Work–Family Conflict, Job Satisfaction, And Work–Life Balance. *Journal Of Employment Counseling*, 56(3), 98–116.
- Teo, S. T. T., Bentley, T., & Nguyen, D. (2019). Psychosocial Work Environment, Work Engagement, And Employee Commitment: A Moderated, Mediation Model. *International Journal Of Hospitality Management*, 88(October 2019), 102415. <https://doi.org/10.1016/j.ijhm.2019.102415>
- Teo, S. T. T., Bentley, T., & Nguyen, D. (2020). Psychosocial Work Environment, Work Engagement, And Employee Commitment: A Moderated, Mediation Model. *International Journal Of Hospitality Management*, 88, 102415. <https://doi.org/10.1016/j.ijhm.2019.102415>
- Xiao, M., Cooke, F. L., Xu, J., & Bian, H. (2019). To What Extent Is Corporate Social Responsibility Part Of Human Resource Management In The Chinese Context? A Review Of Literature And Future Research Directions. *Human Resource Management Review*, 100726.
<https://doi.org/10.1016/j.hrmmr.2019.100726>
- Yusnita, R. T., & Nurlinawaty, R. (2022). Bagaimana Stres Kerja Dan Work Life Balance Pada Pekerja Wanita Memediasi Work Family Conflict Dengan Prestasi Kerja? *Jurnal Manajemen Dan Organisasi*, 13(3), 257–269. <https://doi.org/10.29244/jmo.v13i3.40867>