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Analysis of The Influence of Leadership Style, Workload and Work Stress on Employee Performance: Empirical Study from The MATSC Branch of Aviation Navigation Service Provider Institution

Chaerul Amal A. R.[1], Rosnaini Daga[2], Abdul Samad[3]

[1, 2, 3] Master of Management, Faculty of Postgraduate, Institut Bisnis Dan Keuangan Nitro, Makassar, Indonesia.
Email: chaerul.amal028@gmail.com[1]

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ABSTRACT
This study aims to determine and analyze the influence of leadership style variables, workload, and work stress on employee performance at the MATSC branch of an aviation navigation service provider institution. The analysis tool used in this study is data analysis using SPSS. The population in this study was all telecommunications technician employees of the MATSC branch of the aviation navigation service provider institution, totaling 94 employees. The results of the study indicate that: (1) Leadership style has a positive and significant effect on employee performance at The MATSC branch of aviation navigation service provider institution; (2) Workload has a negative but insignificant effect on employee performance at The MATSC branch of aviation navigation service provider institution; (3) Work stress has a negative but insignificant effect on employee performance at The MATSC branch of aviation navigation service provider institution; (4) Leadership style, workload and work stress simultaneously have a significant effect on employee performance at The MATSC branch of aviation navigation service provider institution.

Keywords: Leadership Style, Workload, Job Stress, Employee Performance.

I. Introduction

Human resources is the main center for carrying out activities in a company. Even though there are sophisticated technological advances, companies still rely heavily on human support as implementers to carry out operational activities and produce the expected output. Human resources are the main factor in a company; whatever its purpose, the company is created based on various visions, missions, and objectives, and in implementing its mission, it is managed and led by humans (Larasati, 2018). Human resources are also still in the spotlight for companies because they have a significant role in company activities, which shows that human resources are an important thing that must be considered as a parameter for a company's success.

Human resource management is a series of human resource management activities that focus on practices and policies, as well as management functions to support the company's goals. Quality workers will produce optimal work output by meeting their work targets. Humans as workers or employees are important

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resources for the company, because of the materials, energy, and creativity that the company needs to achieve its goals; therefore, the workforce or human resources in a company must be truly qualified to produce a desired result and meet the expectations of all parties. An employee must have sufficient expertise and be able to organize all their work to complete it quickly and accurately. One of Indonesia's favorite means of transportation is air transportation. The existence of air transportation cannot be separated from several advantages, including the ability to reach places that cannot be reached by land or sea transportation, in addition to being able to move faster and having a straight path, and being practically free of obstacles. According to Law (UU) of the Republic of Indonesia Number 1 of 2009 concerning Aviation, an Airport is an area on land and/or waters with specific boundaries that is used as a place for aircraft to land and take off, board passengers, load and unload goods, and a place for intra and inter-mode transportation transfers, which is equipped with flight safety and security facilities, as well as basic facilities and other supporting facilities.

Safety is the top priority in aviation; there is no compromise or tolerance. The government is committed to "Safety is Number One" by Law Number 1 of 1970. To achieve the goal of organizing orderly, regular, safe and secure flights to their destination, an aviation navigation service provider institution was formed by Government Regulation Number 77 of 2012 concerning the Public Company (Perum) of the Indonesian Aviation Navigation Service Provider Institution (LPPNPI) as an institution that provides aviation navigation services in the form of a public company. One of the main branches of Perum LPPNPI is the Makassar Air Traffic Service Center (MATSC), which is the guardian of the Eastern Indonesian airspace. The operation of an airport and the implementation of air navigation require competent employees in these fields. One of the needed employees is the employee who operates, maintains, and repairs Aviation Equipment. The workload of technician employees must consider the amount of aviation equipment operated and the number of technicians who must be available at the minimum number set. The factor that needs to be considered is the workload given to employees, considering the work capabilities of the employees, so as not to cause work stress and to achieve optimal performance. Optimal employee performance will produce a job that all parties desire. The success of a company is reflected in the work results of each employee; the results of this work will affect the improvement of the company's performance. As employee performance increases, it is expected to improve employee welfare in a company.

One of the things that can affect employee performance is paying attention to the workload given, so that employee work performance in the company can be maximized. According to Antonius (2020), workload is the number of processes or activities a worker must complete within a specific period. In general, workload is influenced by physical and psychological factors. Physical factors are the worker's environment, while psychological factors relate to social and organizational relationships. Workload can be experienced by an employee because there is pressure from a leader's task that must be completed on time. With this pressure and burden, employees can experience stress due to the large amount of burden. Work stress can hurt employee performance, because if employees experience stress, their work enthusiasm will decrease. With decreased work enthusiasm, an employee's performance will also decrease. According to Antonius (2020), work stress is an emotional state that arises due to a mismatch between the workload and the individual's ability to cope with the work stress they face. In general, stress is seen as a negative condition. However, stress at a certain level can trigger employee performance to be better because stress arises from pressures from superiors and competition in the work environment. This can happen because stress at a certain level can trigger employees to create innovative ideas to solve problems and work so that stress becomes a constructive state. By looking at the impacts caused by stress, both positive and negative impacts on employee performance, work stress should receive attention in corporate life.

The lack of workload allows workers to get into their comfort zone so that stress levels decrease. This stress level will cause boredom in their work, decreased motivation, absence, or apathy, so that employee performance becomes low. Performance also decreases if they get an excessive burden from their work. However, with an optimal level of stress, employees will be more productive because employee performance becomes optimal due to high motivation, high energy, sharp perception, and calmness possessed by employees.

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The company implements a performance management system to encourage increased employee performance. In addition, implementing the performance management system is expected to motivate employees to carry out their duties optimally, increase employee loyalty, and drive an open, positive, and progressive work climate. In this case, the company must also improve its quality, for example, in terms of the company itself, including improving employee performance. Employee performance can be seen from the motivation and enthusiasm for work carried out every day. With high enthusiasm, it is hoped that it can improve the company's performance so that it achieves the goals that the company wants to achieve. Almost all company activities use human labor, so the operational process requires reliable human labor skills, which will later improve the performance determined by the company. Psychological conditions are needed to encourage employees to make efforts so that what is done is expected to achieve the company's goals.

Employee performance is needed in company activities; every company wants good employee performance in every field. The expected employee performance can produce good quality work and the amount of work according to standards. Employee performance results from work in terms of quantity and quality achieved by employees in carrying out their duties according to their responsibilities. Employee performance is very much needed, because with employee performance, it will be known how well the employee can perform the assigned tasks. The results achieved by each employee are, of course, based on the standards set by the company. Employee performance is seen from the quality, quantity of work, and the employee's punctuality.

Employee stress will affect employee performance. If the burden felt by employees is too heavy, employees will experience obstacles in thinking and health problems. Stress experienced by employees for too long will be a loss for the company. Stress experienced for a long time will cause employees to leave their jobs; this is one of the losses arising from the impact of work stress. Work stress is a natural condition because it is formed from within humans as a response and is part of everyday life with increasing busyness and workload. The success of building quality and professional human resources and improving employee performance and work spirit cannot be separated from the role of company leaders. The role of leaders will affect the performance of their employees, and can build the professionalism and quality of their subordinates. The role of leaders is often considered the most important factor in the success or failure of a company. A company's success or failure is seen as its leaders' success or failure.

One of the factors other than workload and work stress that can affect employee performance, namely, can be seen from the leader of a company or a work unit. Leaders are important in managing and implementing various strategies to achieve company goals. Employee performance can be determined by the leadership in the company, namely by looking at the leadership style that is implemented. Leadership style is an approach or method chosen to direct and influence subordinates so that the goals desired by the company can be achieved at the level of performance and work enthusiasm of employees. An effective leadership style in managing resources will automatically affect the behavior of its employees, with an indication of the creation of work enthusiasm, which will ultimately affect the company's overall performance. Therefore, a leader must continue to motivate or encourage their subordinates to continue working optimally through an approach and attention to the desires and needs of their subordinates. Currently, the number of supervisors of the Aviation Navigation Service Provider Agency MATSC Branch for the Aviation Telecommunications Division and Support Division does not meet the existing quota, so the workload for the Aviation Telecommunications Division and Support Division has increased. Data on the Number of Supervisors for the Aviation Telecommunications Division and Support Division can be seen in the following table:

Table 1. Number of Supervisors of Aviation Telecommunication Division and Support Division as of April 2024

No.	Division	Quota	Existing	Deviation
1	Aviation Telecommunications	18	3	15
2	Support	8	1	7

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Based on the data in Table 1, there is still a deviation in the number of supervisors with the existing quota requirements, so that 1 Supervisor still must manage a team that exceeds the standard management limit of a supervisor, for a team managed by 1 (one) Supervisor, an average of 5 employees. To ensure that the performance of employees of the MATSC Branch of the Aviation Navigation Service Provider Institution is influenced by the factors above, an evaluation is needed to clearly understand what the company must do to improve and enhance employee performance. Based on the central problem above, researchers need to know more and observe the influence of workload and work stress on employee performance through leadership style.

II. Literature Review

2.1. Leadership Styles

Leadership has been among the most studied and debated topics in management and organizational behavior. Scholars and practitioners have long attempted to understand how different leadership styles impact organizational outcomes, employee motivation, performance, and satisfaction. Leadership styles encompass a broad spectrum of behavior patterns exhibited by leaders and their influence on subordinates. This literature review delves into the concept of leadership styles, the various types, and the indicators that define these styles. It also examines relevant studies and findings from previous research that help illuminate the connection between leadership styles and organizational outcomes.

The concept of leadership is multifaceted, and it has evolved. Early theories focused on leadership as an innate trait, but recent research views it as a dynamic process involving interactions between leaders and followers (Northouse, 2018). Leadership can be defined as the ability to influence, guide, and inspire individuals or groups to achieve organizational goals (Bass, 1990). A leader's behavior, attitudes, and decision-making processes affect an organization's effectiveness (Yukl, 2010). In the context of leadership styles, the way a leader acts or behaves while interacting with subordinates is central to determining the leadership style they embody. Leadership styles can be understood as the patterns of behavior exhibited by leaders in a way that guides their decision-making, interaction with followers, and management of tasks (Goleman, Boyatzis, & McKee, 2013). Over the years, various leadership styles have been identified, each with distinct characteristics and indicators. Some of the most widely studied leadership styles include transformational, transactional, autocratic, democratic, laissez-faire, and servant leadership. These styles are generally defined by the extent of control a leader exerts, the emphasis on task versus people orientation, and the level of engagement with followers.

2.1.1. Transformational Leadership

Transformational leadership focuses on inspiring and motivating followers to exceed their self-interests for the organization's benefit (Bass, 1990). Transformational leaders are typically charismatic, visionary, and empathetic. They focus on creating a shared vision and encouraging followers to be innovative and take risks (Bass & Avolio, 1994). According to Bass (1990), transformational leaders exhibit four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The indicator of transformational leadership is not merely the leader's behavior but also the outcomes produced in followers. Studies have shown that transformational leadership is positively associated with high employee performance, job satisfaction, and organizational commitment (Judge & Piccolo, 2004). Research also suggests that transformational leadership positively impacts organizational effectiveness and reduces employee turnover (Bass & Riggio, 2006). In a meta-analysis of leadership styles, Judge and Bono (2001) found that transformational leadership had a significant and positive relationship with leadership effectiveness, follower satisfaction, and organizational outcomes.

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2.1.2. Transactional Leadership

In contrast to transformational leadership, transactional leadership focuses on exchanges between the leader and followers. Transactional leaders emphasize task completion, rewarding employees for meeting expectations and penalizing them for failing (Bass, 1985). This style primarily concerns maintaining normal operations and ensuring followers adhere to established processes. Indicators of transactional leadership include contingent reward, active management-by-exception, and passive management-by-exception (Bass & Avolio, 1994). Transactional leadership is often more rigid and less inspiring than transformational leadership. While some studies suggest that transactional leadership can be effective in environments that require structure and routine (Eisenbeiss, Van Knippenberg, & Boerner, 2008), others argue that it may lead to limited employee engagement and creativity (Bass, 1990). Transactional leadership is often associated with stable performance and short-term organizational goals (Avolio & Bass, 2002). However, researchers like Judge and Piccolo (2004) have found that while transactional leadership can be effective in specific settings, it may not foster long-term commitment and innovation.

2.1.3. Autocratic Leadership

Autocratic leadership is when the leader makes decisions unilaterally, without seeking input from subordinates. This leadership style is often associated with high control and centralized decision-making (Lewin, Lippitt, & White, 1939). Autocratic leaders are typically directive, setting clear expectations and controlling the work process (Northouse, 2018). Autocratic leadership is effective when quick decisions are needed or where there is little room for debate (Vroom & Yetton, 1973). While autocratic leadership can be effective in times of crisis, it is also associated with high employee dissatisfaction, high turnover rates, and low organizational commitment (Kaufman, 2019). Studies have shown that employees working under autocratic leaders often feel disempowered and demotivated (Goleman, 2000). Furthermore, when compared to more participative leadership styles, autocratic leadership tends to reduce employee creativity and initiative (De Hoogh, Den Hartog, & Koopman, 2004).

2.1.4. Democratic Leadership

Democratic leadership, or participative leadership, involves leaders who seek input from team members and encourage collaboration and participation in decision-making. Leaders who adopt this style are often seen as facilitators who promote a sense of empowerment and ownership among their followers (Gastil, 1994). Democratic leadership has been linked to higher employee satisfaction, increased creativity, and better team performance (Zaccaro, 2007). An indicator of democratic leadership is how the leader involves employees in the decision-making process and encourages feedback. Research by De Vries, Roe, and Taillieu (1998) showed that democratic leadership was positively correlated with employee engagement and organizational commitment. Additionally, studies have found that democratic leadership tends to result in higher levels of organizational trust and lower levels of conflict (Yukl, 2010). While this style can foster a collaborative and open environment, it may also be less effective in high-pressure or high-stakes situations where quick decision-making is essential (Gastil, 1994).

2.1.5. Laissez-Faire Leadership

Laissez-faire leadership is a non-interfering leadership style where leaders avoid making decisions and delegate authority to followers, often leaving them to make decisions independently (Bass, 1990). Laissez-faire leaders provide little guidance and feedback, leading to team members' confusion and a lack of direction (Judge & Bono, 2001). While laissez-faire leadership may foster autonomy in some settings, it has often been associated with low employee morale, unclear expectations, and poor performance (Bass, 1990). Research has

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consistently shown that laissez-faire leadership is among the least effective styles, especially regarding productivity and team performance (Skogstad et al., 2007). Employees under laissez-faire leaders often report frustration and confusion, leaving them to operate without clear direction or support. Moreover, studies have shown that laissez-faire leadership can contribute to high stress levels and burnout among team members (Yukl, 2010).

2.1.6. Servant Leadership

Servant leadership is a relatively newer leadership style that focuses on the leader's role as a servant to their team, emphasizing the well-being and development of followers (Greenleaf, 1977). Servant leaders prioritize listening, empathy, stewardship, and the growth of people within the organization (Northouse, 2018). Indicators of servant leadership include the leader's ability to show humility, build community, and demonstrate ethical behavior. Research on servant leadership has demonstrated positive outcomes in organizations, including increased employee satisfaction, improved teamwork, and higher levels of organizational citizenship behavior (Liden, Wayne, Zhao, & Henderson, 2008). Furthermore, servant leadership has been linked to greater job performance and organizational commitment (Van Dierendonck, 2011). One of the key advantages of servant leadership is its focus on employee development, which improves organizational outcomes (Parris & Peachey, 2013).

Leadership styles play a significant role in shaping leaders' and followers' behavior and performance. The literature reviewed here highlights the importance of understanding the different leadership styles, their characteristics, and their impact on organizational outcomes. Transformational leadership is generally associated with higher employee engagement, job satisfaction, and organizational commitment. While effective in maintaining stability and ensuring task completion, transactional leadership may be less effective in promoting long-term organizational success. Though applicable in specific contexts, autocratic leadership can lead to low employee morale and reduced creativity. On the other hand, democratic leadership fosters collaboration, creativity, and trust among team members, but may not always be effective in high-pressure situations. Laissez-faire leadership, despite providing autonomy, often results in poor performance and employee dissatisfaction. Finally, servant leadership emphasizes the growth and well-being of followers and is associated with positive outcomes such as increased job performance and organizational citizenship. It is important to note that leadership is context-dependent. Different situations, organizational cultures, and follower characteristics can influence the effectiveness of a given leadership style. Moreover, many leaders exhibit a combination of styles, adapting their behavior to suit the situation's needs and the individuals they lead. As leadership theories evolve, future research should explore the intersection between leadership styles, organizational context, employee outcomes, and how leaders can develop adaptive leadership capabilities to meet the challenges of an increasingly complex and dynamic work environment.

2.2. Workload, Work Stress, and Performance

In contemporary work environments, workload dynamics and stress have gained increasing attention due to their significant impact on employee performance. Organizations are constantly striving to enhance productivity while maintaining employee well-being. However, an imbalance between workload demands and an individual's capacity to manage them can lead to increased stress, negatively affecting personal health and organizational performance. Understanding how workload and work stress influence performance is crucial for managers, human resource professionals, and policymakers to create more effective and sustainable workplaces. This literature review explores the relationship between workload, work stress, and performance by examining relevant definitions, indicators, and findings from previous research.

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2.2.1. Definitions and Conceptualization of Workload and Work Stress

Workload is commonly defined as the amount of work assigned to or expected from an individual, team, or organization within a specified time frame. It encompasses quantitative and qualitative aspects, including task demands, time constraints, and cognitive and physical effort (Karasek, 1979). High workload, therefore, refers to situations in which individuals face overwhelming tasks that exceed their capacity to perform them effectively. In contrast, low workload can signify a lack of meaningful tasks or challenges (Bakker & Demerouti, 2007). In contrast, work stress is a psychological and physiological response when an individual perceives that the job demands exceed their resources or capabilities to cope (Lazarus & Folkman, 1984). Stressors can be categorized as either acute (short-term) or chronic (long-term), and they may originate from the work environment, interpersonal relationships, or organizational structures (Cooper & Dewe, 2008). Stress is closely tied to workload, as excessive demands can create feelings of pressure, anxiety, and burnout, hindering performance (Kabat-Zinn, 1990). Both workload and work stress can profoundly affect employee performance, but the relationship between these factors is complex and multifaceted. Previous studies have shown that while moderate levels of workload may be motivating, excessive workload and work-related stress can lead to adverse outcomes, including reduced job satisfaction, decreased performance, and adverse health effects (Sonnentag, 2018).

2.2.2. Indicators of Workload and Work Stress

Workload can be measured through both objective and subjective indicators. Objective indicators include the number of tasks assigned, time spent on work-related activities, and the complexity of tasks. For instance, the number of hours worked per week, the number of tasks completed, or the time pressure experienced can all provide a quantifiable measure of workload (Bakker & Demerouti, 2007). On the other hand, subjective indicators are based on an individual's perception of their workload, which may differ from objective measurements. Individuals may perceive a task as overwhelming even if the actual amount of work is not excessive, and conversely, they may feel under-challenged when their workload is light (Kohler et al., 2017). Subjective workload is often assessed through self-reports or surveys, such as the NASA Task Load Index (Hart & Staveland, 1988), which measures mental workload based on dimensions like time pressure, mental demands, and physical effort. Work stress is typically measured through physiological, psychological, and behavioral indicators. Physiological indicators may include symptoms like increased heart rate, blood pressure, or cortisol levels (McEwen, 2006). Psychological indicators of stress include feelings of anxiety, frustration, or emotional exhaustion, often assessed through scales such as the Perceived Stress Scale (Cohen et al., 1983). Additionally, behavioral indicators of work stress may manifest as absenteeism, turnover intentions, or reduced job performance (Parker & Turner, 2002). These indicators collectively capture the complex and multifaceted nature of work stress and its effects on employees.

2.2.3. The Impact of Workload on Employee Performance

A large body of research has examined the relationship between workload and performance. The Yerkes-Dodson law (1908) posits an inverted-U relationship between workload (or stress) and performance, suggesting that performance improves with increased workload up to a point, after which it declines as demands exceed an individual's capacity to cope. This idea is further supported by later research, which found that moderate workload levels often lead to enhanced motivation and performance. In contrast, high workload levels result in burnout and a decline in performance (Kahneman, 1973). For example, a study by Parker and Wall (1998) demonstrated that employees with moderate task demands reported higher motivation and performance levels. In contrast, those who experienced excessive workload demands reported more frequent errors, lower quality of work, and higher levels of job dissatisfaction. Similarly, research by O'Driscoll and Brough (2010) found that employees working under high workload exhibited

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significant stress increases, leading to lower performance levels. High workload has also been linked to increased cognitive load, impairing decision-making and problem-solving abilities (Kahneman, 1973). However, research has also suggested that workload alone does not necessarily lead to poor performance; instead, the context in which workload is experienced plays a crucial role. For instance, Bakker and Demerouti (2007) argue that individuals with high workload may still perform well if they possess high job resources, such as social support, autonomy, and feedback. Furthermore, a positive organizational culture can buffer the adverse effects of workload and help employees cope with high demands (Schaufeli & Bakker, 2004).

2.2.4. The Relationship Between Work Stress and Performance

Work stress, especially chronic stress, has long been associated with poor performance. When employees experience high stress levels, it often leads to cognitive, emotional, and physical strain, reducing their ability to concentrate, make decisions, and effectively perform tasks (Lazarus & Folkman, 1984). The job demands-control model (Karasek, 1979) highlights that employees with high job demands and low control over their work are more likely to experience stress and, as a result, suffer from burnout and reduced performance. For example, Sonnentag (2018) found that employees who perceived their job as high in both demands and low in control exhibited higher levels of emotional exhaustion, directly affecting their job performance. Recent studies have shown that stress can affect both cognitive and physical performance. González-Romá et al. (2017) found that when employees experience high work stress, they are more likely to make mistakes and exhibit slower response times. Similarly, Mikolajczak et al. (2017) demonstrated that chronic stress could lead to burnout, which is characterized by emotional exhaustion, cynicism, and a decrease in performance. As stress levels increase, employees may experience decreased motivation and energy, leading to a reduced ability to meet organizational goals and objectives (Maslach et al., 2001). Work stress can also impact performance through harmful coping mechanisms, such as absenteeism, job dissatisfaction, and turnover intentions (Parker & Turner, 2002). A study by Melamed et al. (2006) found that employees exposed to long-term work stress were more likely to engage in maladaptive coping behaviors, such as avoidance and withdrawal, ultimately leading to a decline in overall performance. Pillay and Sutherland (2015) further showed that employees suffering from chronic work stress are often less committed to their work and show lower organizational citizenship behaviors.

2.2.5. Interactions Between Workload, Work Stress, and Performance

Although workload and stress are often studied separately, their interaction is critical in understanding how these factors influence performance. When workload exceeds an individual's capacity to cope, stress levels rise, and performance declines. Conversely, moderate workloads can lead to optimal stress levels, fostering motivation and enhancing performance (Yerkes & Dodson, 1908). This dynamic is well captured in the demand-control-support model (Karasek, 1979), which emphasizes that both workload and the availability of resources (e.g., support, autonomy) influence an employee's stress levels and performance. Recent studies have demonstrated that workload and stress jointly affect employees' ability to perform their tasks effectively. Cohen-Charash and Spector (2001) found that performance decreased across cognitive and physical domains when employees faced excessive workload demands and high stress levels. On the other hand, Bakker et al. (2014) showed that employees who managed stress through resources such as supportive leadership and sufficient recovery time showed enhanced performance even under high workload conditions. This suggests that while workload is a critical factor influencing stress, organizational factors, such as job resources and leadership support, can play a key role in mitigating its impact on performance. In summary, the literature on workload, work stress, and performance reveals a complex relationship in which workload and stress are critical factors influencing employee performance. High workload can lead to performance deterioration, particularly with excessive stress. However, moderate workloads can be motivating, enhancing performance and engagement. Similarly, while stress can negatively impact cognitive and physical

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performance, its effects can be mitigated by sufficient job resources, a supportive organizational culture, and effective coping mechanisms. Organizations must carefully balance workload demands with adequate support systems to optimize employee performance and well-being. Future research should continue to explore the interplay between these factors, considering the role of individual differences, organizational culture, and leadership practices in shaping the outcomes of workload and work stress on performance.

III. Research Method

This study uses a quantitative approach with a survey research design. The design was chosen to systematically analyze facts and data to answer the main problems raised regarding the Analysis of Leadership Style, Workload, and Work Stress on Employee Performance at the MATSC Branch of the Aviation Navigation Service Provider Institution. The quantitative approach allows researchers to empirically test specific theories by observing the influence of independent variables on dependent variables.

This study relies on two main types of data: qualitative and quantitative. Qualitative data serves as a complement and is obtained through oral and written information that supports the entire study. Meanwhile, quantitative data in numbers and numerics is obtained systematically to be analyzed statistically. The data sources used consist of primary data, which is obtained directly from respondents through interviews and questionnaires, and secondary data collected from documentation, such as an overview of the agency, the number of employees, and the organizational structure. In the data collection process, researchers used two main techniques. First, the questionnaire technique was carried out by distributing closed questionnaires directly to respondents. The questionnaire was compiled using a five-point Likert scale, which reflects the level of respondent agreement with certain statements, ranging from "strongly agree" to "strongly disagree". Second, the literature study technique was carried out by studying references, scientific literature, and websites relevant to the research topic in order to obtain a strong theoretical basis and compare real practices in the field with theoretical concepts. Determining the population and sample is a crucial aspect in this study. The population in the study was all telecommunications technician employees at the MATSC Branch of the Aviation Navigation Service Provider Institution, totaling 94 people. Because the population is not too large, the researcher used a saturated sampling technique, meaning all population members are used as research samples. This technique is appropriate because it allows researchers to obtain data from the entire population with characteristics and responsibilities relevant to the research variables.

The variables studied in this study are divided into independent and dependent variables. The independent variables consist of Leadership Style (X1), Workload (X2), and Job Stress (X3), while the dependent variable is Employee Performance (Y). Each variable is operationalized based on specific indicators determined conceptually and practically. As the first independent variable, leadership style is understood as the behavior of leaders that influences employee actions. Indicators of leadership style include the ability to establish cooperation and good relationships, leadership effectiveness, participation in the work process, and the ability to delegate tasks and authority. This leadership style is assessed to see how a leader can create a conducive work environment and support achieving organizational goals. Workload is the second independent variable that refers to the job responsibilities that employees must complete within a specific period, according to the targets set by the company. This workload is measured through several leading indicators: work conditions, use of working time, and achievable targets. These three indicators reflect how employees interpret their responsibilities and how effectively they manage the time and resources available. As the third independent variable, job stress is a condition of psychological and physical pressure experienced by employees in carrying out their duties. Job stress is measured based on five indicators: job demands, leadership attitudes, availability of work equipment, work environment conditions, and aspects of work and career levels. This study aims to determine the extent to which the stress experienced by employees impacts their work performance individually and collectively. The dependent variable in this study is employee performance, which is defined as the result of employee task implementation to achieve organizational goals. Employee performance indicators include work quality, quantity, timeliness, effectiveness, and organizational

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commitment. Employee performance is assessed based on perceptions of their work results and contribution to achieving company goals. The research was conducted at the MATSC branch of the Aviation Navigation Service Provider Institution in Jalan Bandara Baru, Mandai, Maros Regency, South Sulawesi Province. The research process lasted two months, from April 2024 to May 2024. During this period, researchers collected primary and secondary data according to the number of samples that had been determined. They ensured that all data requirements had been met to support the analysis.

Data analysis in this study includes various statistical tests that aim to interpret data objectively and validly. The initial stage in data analysis is the classical assumption test, which includes the normality test, multicollinearity test, and heteroscedasticity test. The normality test ensures that the data used has a standard or near-normal distribution, a fundamental requirement in regression analysis. The distribution of data that follows the diagonal line in the graph indicates that the data meets the normality assumption. The multicollinearity test aims to identify the correlation between independent variables. High correlation between independent variables will cause multicollinearity problems, affecting the validity of the regression analysis results. This study uses the Variance Inflation Factor (VIF) value to detect multicollinearity. If the VIF value is below 10, then it can be concluded that there is no multicollinearity; conversely, if the VIF value exceeds 10, then multicollinearity may occur. Next, the heteroscedasticity test is used to evaluate whether there is inequality of residual variance in the regression model. A good regression model should have a constant residual variance (homoscedasticity). If the variance changes, then heteroscedasticity occurs, which can interfere with the regression estimation results. This test is important to ensure systematic errors do not affect the regression results. After the classical assumption test is conducted, the next step is to conduct a multiple linear regression analysis. This regression model determines how leadership style, workload, and work stress affect employee performance. The regression model is written with the formula:

$$Y = a + b1X1 + b2X2 + b3X3 + \varepsilon$$

Y is employee performance, a is a constant, b1 to b3 are the regression coefficients for each independent variable, X1 to X3 are the independent variables (leadership style, workload), and ε is the error term. The F test is used to test the significance of the model simultaneously. The F test determines whether all independent variables significantly affect the dependent variable. If the significance value of the F test result ≤ 0.05, then the alternative hypothesis is accepted and the null hypothesis is rejected, which means that the regression model is simultaneously significant. Furthermore, a t-test is conducted to determine the significance of the influence of each independent variable on the dependent variable. The T-test is conducted at a significant level of 5%. If the significance value ≤ 0.05, then the independent variable significantly affects the dependent variable. The results of this t-test are important for understanding the relative contribution of each independent variable to employee performance.

Finally, this study also calculates the coefficient of determination (R^2), which shows how much of the variation in the dependent variable can be explained by the independent variable. The higher the R^2 value, the greater the combined effect of the independent variables on the dependent variable. An R^2 value approaching 1 indicates that the independent variable can explain the dependent variable strongly. In addition, the partial coefficient of determination is also calculated to see the contribution of each independent variable individually to team member performance. Overall, this research method is arranged systematically and based on a strong scientific foundation, with detailed stages from determining the design and research approach, data selection, and data collection techniques, to comprehensive data analysis procedures. This method provides an objective and valid picture of the relationship between leadership style, workload, work stress, and employee performance in the MATSC Branch of Aviation Navigation Service Provider Institution environment. With a quantitative approach, the results of this study are expected to provide fundamental contributions to the development of human resource management and increasing organizational effectiveness, especially in the context of air navigation services in Indonesia.

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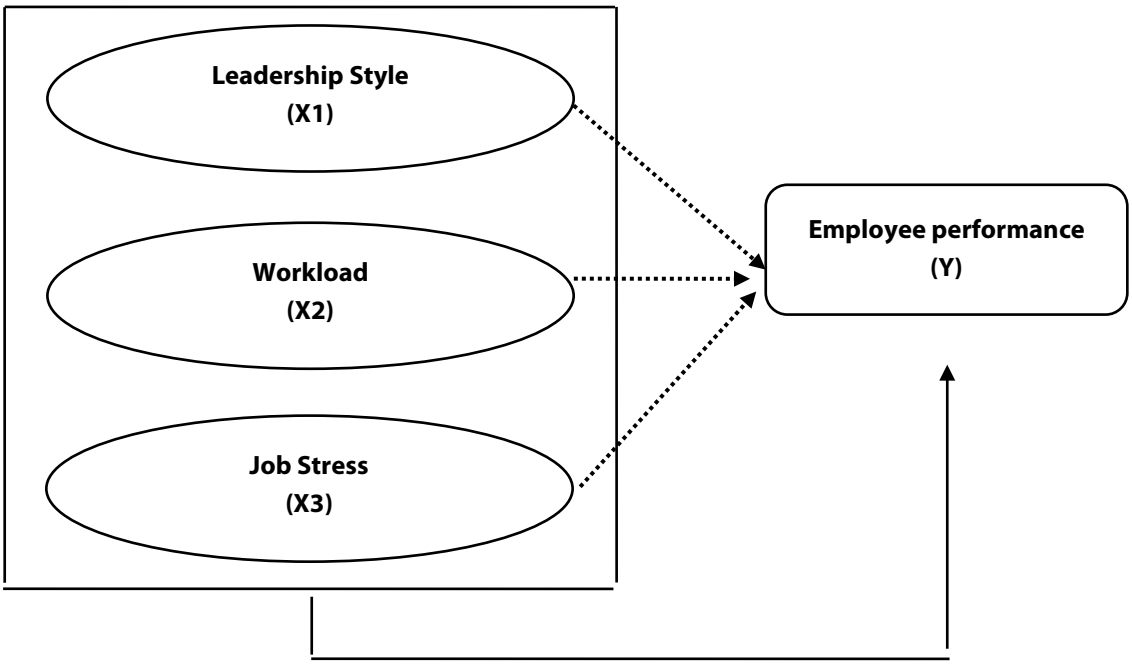

Figure 1. Conceptual Framework

Information:

: Influential simultaneously

: Partially affected

3.1. Research Hypothesis

The research hypothesis can be formulated as follows:

1. Leadership Style is suspected to positively and significantly affect Employee Performance.
2. Workload is suspected to negatively and significantly affect Employee Performance.
3. Work Stress is suspected to negatively and significantly affect Employee Performance.
4. Leadership Style, Workload, and Work Stress are suspected to have a simultaneous and significant effect on Employee Performance.

IV. Results and Discussion

4.1. Research result

4.1.1. Description of Respondent Characteristics

In this study, 94 questionnaires were distributed to telecommunications technician employees of the MATSC Branch of the Aviation Navigation Service Provider Institution and were successfully collected and processed. Analysis of respondents' characteristics can help obtain an overview of the behavioral tendencies of respondents selected in this study, starting with characteristics based on gender, age, last education, and length of service of the respondents, as shown in Table 2.

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4.1.1.1 Respondent Characteristics Based on Gender.

Respondent characteristics are important to know the gender of Telecommunication Technician Employees of the MATSC branch of the aviation navigation service provider institution, which can be a consideration in seeing how much performance is seen from the characteristics, including gender. Data on respondent gender can be shown in Table 2.

Table 2. Respondent Characteristics Based on Gender

Gender	Amount	Percentage (%)
Man	66	70%
Woman	28	30%
Amount	**94**	**100%**

Based on Table 2, the questionnaires were distributed to telecommunication technician employees of the MATSC Branch of the Aviation Navigation Service Provider Institution, and the male respondents amounted to 66 people, or 70%. At the same time, the rest were female respondents, namely 28 total respondents, or 30%.

4.1.1.2 Respondent Characteristics Based on Last Education

The level of education is related to a person's ability to carry out something of a high quality. People with higher education will be more professional in carrying out the tasks and obligations that are their responsibility. People with adequate levels of education will use all their abilities at work.

Table 3. Respondent Characteristics Based on Education Level

Educational level	Amount	Percentage (%)
Senior High School	4	4,26%
Associate's Degree.	58	61,70%
Bachelor's degree	30	31,91%
Master's degree	2	2,13%
Amount	**94**	**100%**

Table 3 shows that the last education of Telecommunication Technician Employees of the MATSC branch of the aviation navigation service provider institution, most employees have DIII education, as many as 58 people or 61.70%. Furthermore, respondents with the least number are respondents with S2 education, as many as two people, or 2.13%.

4.1.2. Variable Description

Based on the data collected from the questionnaire on the Leadership Style variable, the frequency distribution of the variable items is as follows:

Table 4. Frequency Distribution of Leadership Style Variables (X1)

	Alternative Answers										
Item	**STS**		**TS**		**C**		**S**		**SS**		***Mean***
	f	**%**	**f**	**%**	**f**	**%**	**f**	**%**	**f**	**%**	
X1.1	0	0%	0	0%	0	0%	23	25%	71	75%	4,76
X1.2	0	0%	0	0%	0	0%	30	32%	64	68%	4,68
X1.3	0	0%	0	0%	0	0%	29	31%	65	69%	4,69
X1.4	0	0%	0	0%	0	0%	32	34%	62	66%	4,66
X1.5	0	0%	0	0%	0	0%	27	29%	67	71%	4,71

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	Alternative Answers	
Average Leadership Style Variables		4,70

Based on Table 4 on indicator X1.1, most respondents' answers, 75%, stated that they strongly agree. On indicator X1.2, most respondents' answers, 68%, stated that they strongly agree, while on indicator X1.3, 69% stated that they strongly agree. On indicator X1.4, the majority of respondents' answers, 66%, stated that they strongly agree. On indicator X1.5, the majority of respondents' answers, 71%, stated that they strongly agree. From the statements described above, it can be concluded that of the five indicators on the Leadership Style variable, the ones with the highest influence are X1.1 and X1.5. At the same time, the indicator with the lowest influence is indicator X1.4.

4.1.2.1. Workload Variable Description

Based on the data collected from the questionnaire on the Workload variable, it can be seen that the frequency distribution of the variable items is as follows.

Table 5. Frequency Distribution of Workload Variables (X2)

Item	Alternative Answers										*Mean*
	STS		TS		C		S		SS		
	f	%	f	%	f	%	0	0%	f	%	
X2.1	60	64%	30	32%	4	4%	0	0%	0	0%	1,4
X2.2	59	63%	31	33%	4	4%	0	0%	0	0%	1,41
X2.3	50	53%	40	43%	4	4%	0	0%	0	0%	1,51
X2.4	52	55%	37	39%	5	5%	0	0%	0	0%	1,5
X2.5	56	60%	33	35%	5	5%	0	0%	0	0%	1,46
Average Workload Variable											1,46

Based on Table 5 on indicator X2.1, most respondents' answers, 64%, stated that they strongly disagree. Indicator X2.2, the % of respondents' answers, 63%, stated that they strongly disagree. Indicator X2.3, most respondents' answers, 53%, stated that they do not strongly disagree, and indicator X2.4, most respondents' answers, 55%, stated that they strongly disagree. Indicator X2.5, most respondents' answers, 60%, stated that they strongly disagree. From the statements described above, it can be concluded that of the five indicators on the Workload variable, the one with the highest influence is indicator X2.1. At the same time, the indicator with the lowest influence is indicator X2.3. At the same time, the total average value of the work stress variable is 1.46.

4.1.2.2. Description of Job Stress Variables

Based on the data collected from the questionnaire on the Work Stress variable, the frequency distribution of the variable items is as follows.

Table 6. Frequency Distribution of Job Stress Variables (X3)

Item	Alternative Answer										*Mean*
	STS		TS		C		S		SS		
	F	%	f	%	f	%	f	%	f	%	
X3.1	48	51%	37	39%	9	10%	0	0%	0	0%	1,59
X3.2	50	53%	35	37%	9	10%	0	0%	0	0%	1,56
X3.3	52	55%	33	35%	9	10%	0	0%	0	0%	1,54
X3.4	57	61%	31	33%	6	6%	0	0%	0	0%	1,46
X3.5	57	61%	33	35%	4	4%	0	0%	0	0%	1,44
Average of Job Stress Variables											1,52

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Based on Table 6, where indicator X3.1, most respondents' answers (51%) strongly disagree. In indicator X3.2, many respondents' answers (53%) strongly disagreed. Indicator X3.3: Most respondents' answers, 55%, strongly disagreed. Indicator X3.4, most respondents' answers, 61%, strongly disagreed. Indicator X3.5, most respondents' answers, 61%, strongly disagreed. From the statements described above, it can be concluded that of the five indicators on the work stress variable, the ones with the highest influence are X3.4 and X3.5. The indicator with the lowest influence is X3.1. At the same time, the total average value of the work stress variable is 1.52.

4.1.2.3. Description of Employee Performance Variables

Based on the data collected from the questionnaire on employee performance variables, it can be seen that the frequency distribution of the variable items is as follows:

Table 7. Frequency Distribution of Employee Performance Variables (Y)

Item	The majority of respondents' answers 63% stated strongly agree, while indicator Y.3,										*Mean*
	STS		TS		C		S		SS		
	F	%	f	%	f	%	f	%	f	%	
Y.1	0	0%	0	0%	0	0%	37	39%	57	61%	4,61
Y.2	0	0%	0	0%	0	0%	35	37%	59	63%	4,63
Y.3	0	0%	0	0%	0	0%	33	35%	61	65%	4,65
Y.4	0	0%	0	0%	0	0%	31	33%	63	67%	4,67
Y.5	0	0%	0	0%	0	0%	33	35%	61	65%	4,65
Average Employee Performance Variables											4,64

Based on Table 7, where indicator Y.1 is indicated, most respondents' answers, 61%, strongly agree. Indicator Y.2, most respondents' answers 63% stated strongly agree, while indicator Y.3, most respondents' answers, 65% stated strongly agree. Indicator Y.4, most respondents' answers are 67% strongly agree, and Indicator Y5, most respondents' answers are 65% strongly agree. From the statements that have been described above, it can be concluded that of the five indicators on the employee performance variable, the one with the highest influence is indicator Y.4. The indicator with the lowest influence is indicator Y.1. While the total average value of the employee performance variable is 4.64.

4.2. Data Analysis Results

4.2.1. Instrument Test Results

According to Ghozali (2019), the Validity test is used to measure the validity of a questionnaire. A questionnaire is declared valid if the questionnaire questions can reveal something measured by the questionnaire. Validity shows the extent to which the measuring instrument measures what is measured. The method connects or correlates the scores obtained on each question item with the individual's total score. The validity of each question item is tested by calculating the Pearson product-moment correlation between the item and total scores. A question item is said to be valid if it is significant at <0.05. Meanwhile, reliability is the similarity of measurement or observation results when the facts or realities of life are measured or observed many times at different times. Reliability is carried out to measure the consistency of the construct or research variable of a questionnaire. A questionnaire is reliable if a person's answer is consistent or stable over time. To measure reliability with the Cronbach Alpha (α) statistical test, a variable is said to be reliable if it has a Cronbach Alpha value> 0.70, according to Ghozali (2019).

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Table 8. Instrument Test Results

Variable	Instrument	Correlation	Sig.	Information	Cronbach's Alpha	Information
Leadership Style	X1.1	0.832	0.000	Valid	0.916	Reliable
	X1.2	0.843	0.000			
	X1.3	0.856	0.000			
	X1.4	0.874	0.000			
	X1.5	0.922	0.000			
Workload	X2.1	0.889	0.000		0.925	
	X2.2	0.914	0.000			
	X2.3	0.828	0.000			
	X2.4	0.902	0.000			
	X2.5	0.856	0.000			
Job Stress	X3.1	0.941	0.000		0.934	
	X3.2	0.939	0.000			
	X3.3	0.938	0.000			
	X3.4	0.871	0.000			
	X3.5	0.746	0.000			
Employee performance	Y.1	0.929	0.000		0.931	
	Y.2	0.924	0.000			
	Y.3	0.921	0.000			
	Y.4	0.888	0.000			
	Y.5	0.763	0.000			

Table 8 reveals the validity of the research data because the significance of all instruments is equal to 0.000, which is smaller than 0.05. In terms of reliability, Cronbach's Alpha of all variables shows a value greater than 0.70, so it can be concluded that the instrument items of all variables are reliable.

4.2.2. Normality Test

Normality test using the one-sample Kolmogorov-Smirnov technique. Normally distributed data is data whose standard deviation is. The value of the unstandardized residual is greater than 0.05.

Table 9. Normality Test Results

Criteria	Unstandardized Residual
Kolmogorov-Smirnov Z	0.838
Asymp. Sig. (2-tailed)	0.484

Table 9 shows that the research data is usually distributed because of the significance. The value of 0.484 from the unstandardized residual is greater than 0.05.

4.2.3. Multicollinearity Test

The results of the multicollinearity test using a multiple linear regression analysis approach are concluded based on tolerance and VIF values.

Table 10. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership Style	0. 732	1.365
Workload	0. 296	3.373
Job Stress	0. 325	3.077

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From Table 10, the results of the multicollinearity test reveal no multicollinearity problem, meaning there is no linear correlation between the independent variables in this research model, because the Tolerance value is greater than 0.10. The VIF value is less than 10.00 for each research variable.

4.2.4. Heteroscedasticity Test

The Heteroscedasticity Test aims to test whether there is inequality of variance in the regression model from the residual of one observation to another. If the variance of the residual of one observation remains the same, then it is called Homoscedasticity, and otherwise it is called Heteroscedasticity. A good regression model should not have heteroscedasticity. The basis for decision making using the Heteroscedasticity Test is:

- If the significance value is greater than 0.05, the conclusion is that heteroscedasticity does not occur.
- If the significance value is less than 0.05, the conclusion is that heteroscedasticity occurs.

Table 11. Heteroscedasticity Test Results

Variable	Sig.
Leadership Style	0.143
Workload	0.121
Job Stress	0.259

Based on Table 11, the significance value of all variables is greater than 0.05, so they can significantly influence the heteroscedasticity problem in the research data.

4.2.5. Multiple Regression Analysis

Multiple linear regression analysis is used to determine the magnitude of the influence of the variables Leadership Style (X1), Workload (X2), and Work Stress (X3) on Employee Performance (Y). The results of the calculation can be seen in the table below:

Table 12. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.344	1.867		3.398	.001
Leadership Style	0.774	0.069	0.722	11.179	.000
Workload	-0.088	0.084	-0.106	-1.043	.300
Job Stress	-0.092	0.073	-0.123	-1.265	.209

The results of Table 12 of the multiple linear regression model are as follows:

$$Y = 6{,}344 + 0{,}774X_1 + (-0{,}088)\ X_2 + (-0{,}092)\ X_3$$

This model shows that:

1. For a constant value of 6.344, it means that the performance of employees of the MATSC Branch of Aviation Service Provider Institution before the independent variables (leadership style, workload, and work stress) was 6.344.
2. The leadership style variable (X1) has a positive regression coefficient of 0.774, meaning that if the leadership style increases by 1%, employee performance will increase by 0.774% when other independent variables do not change (constant).

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3. The workload variable (X2) has a negative regression coefficient of 0.088, meaning that if the workload increases by 1%, employee performance will decrease by 0.088% when other independent variables do not change (constant).
4. The work stress variable (X3) has a negative regression coefficient of 0.092, meaning that if work stress changes by 1%, employee performance will decrease by 0.092% when other independent variables do not change (constant).

4.2.6. F-Test (Simultaneous)

The F-statistical test to test the hypothesis assumes that leadership style, workload, and work stress simultaneously positively affect employee performance at the MATSC Branch of the Aviation Navigation Service Provider Institution. Statistics can accept the positive effect if it meets the specified significance level. The decision-making rule is to compare the F-count value with the F table. Hopefully, the F count will be greater than the F table.

Table 13. F Test Results (Simultaneous)

Model	df	f-calculated	f-estimated	Sig.
Regression	3	79.242	2.706	0.000
Residual	90			
Total	93			

Determination of f-estimated with a significance level of 0.05; df1 (regression) produces several three from the calculation of the number of variables (free + bound) minus 1, while df2 (residual) produces several 90 from the calculation of the number of samples minus the number of variables (free + bound) in the research model. The number is entered into the FINV function in Microsoft Excel, "cooperating and having mated = 2.706 is found. The results of the analysis in Table 13 above reveal that the simultaneous influence of leadership style, workload, and work stress on the performance of employees of the MATSC Branch of the Aviation Navigation Service Provider Agency has a positive and significant effect.

4.2.7. t-test (Partial)

A t-test is used to test the research hypothesis using a statistical approach. This study assumes that leadership style, workload, and work stress partially affect employee performance. The influence can be accepted if it statistically meets a certain level of real significance. The rule of statistical decision making is indicated by significance, namely by comparing the t-calculated value with the t-estimated value. The hypothesis is accepted if the t-calculated is greater than the t-estimated (or t-calculated > t-estimated). Conversely, if the t-count is equal to or less than the t-estimated (or t-calculated ≤ t-estimated), then the hypothesis is rejected. The t-estimated was determined with a significance level of 0.05 and df 90 from calculating the number of samples minus the number of variables in the research model. The number is entered into the TINV function in Microsoft Excel "=TINV (5%; 90)", so that t-table = 1.987 is found.

Table 14. t-Test Results (Partial)

No.	Variable	t-calculated	t-estimated	Sig.	Conclusion
1	Leadership Style	11.179	1.987	0.000	Hypothesis Accepted
2	Workload	1.043	1,987	0.300	Hypothesis Rejected
3	Job Stress	1.265	1,987	0.209	Hypothesis Rejected

Based on Table 14, which concludes the results of the t-test (partial) of the influence of leadership style, workload, and work stress on the performance of employees of the MATSC Branch of the Aviation Navigation Service Provider Agency.

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1. The influence of leadership style on employee performance.
   Leadership style significantly influences employee performance at Perum Lembaga Penyelenggara Pelayanan Penerbangan Navigation Cabang MATSC, meaning the hypothesis is accepted. The statement is revealed based on the calculated t value of 11.179, greater than the t table value of 1.987. In line with this value, the sig. The Value of 0.000 is smaller than the significance level of 0.05 (0.000<0.05).
2. The influence of workload on employee performance.
   Workload does not significantly influence employee performance at Perum Lembaga Penyelenggara Pelayanan Penerbangan Navigation Cabang MATSC, meaning the hypothesis is rejected. The statement is revealed based on the calculated t value of 1.043, smaller than the t table value of 1.987. In line with this value, the sig. Value of 0.300 is greater than the significance level of 0.05 (0.300>0.05).
3. The influence of work stress on employee performance.
   Job stress does not significantly affect the performance of employees of the MATSC Branch of Aviation Navigation Service Provider Institution, meaning the hypothesis is rejected. This statement is revealed based on the t-value of 1.265, smaller than the t-table value of 1.987. In line with this value, the sig. Value of 0.09 is greater than the significance level of 0.05 (0.209>0.05).

4.2.8. Determination Coefficient Analysis

Analysis of the coefficient of determination (R2) shows the magnitude of the influence of independent variables on the dependent variable. In this case, the coefficient of determination is sought to determine how much change in employee performance can be explained by leadership style, workload, and work stress variations.

Table 15. Analysis of Determination Coefficient (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.852	.725	.716	1.136	1.758

In Table 15, the R Square value is 0.725. Based on the R Square (R2) value, it can be said that 72.5% of employee performance variations can be explained by leadership style, workload, and work stress together. While employee performance variations that cannot be explained by leadership style, workload, and work stress, but can be explained by other factors/things not observed by the researcher, are 27.5% (100%-72.5%).

4.3. Discussion

4.3.1. The Influence of Leadership Style on Employee Performance

The findings of this study indicate that leadership style has a positive and significant effect on the performance of telecommunications technician employees at the MATSC branch of the aviation navigation service provider institution. This study's results align with research conducted by Gunawan et al. (2022), which shows that leadership style positively and significantly affects employee performance. Leadership style is an important aspect of employee performance because it is a key factor in improving employee performance. A leader is an example, role model, idol, and mentor for all employees he leads in improving work results. Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others, as seen, which aims to align perceptions between people, making their position very important.

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The better a leader is to his employees, the better the performance of his employees in achieving the company's goals. Leaders must be able to involve employees to achieve the company's goals by using the right and wise style. Employees will be motivated to work optimally without pressure, so that employee performance can be even better. Leadership style is a behavior pattern carried out by integrating organizational goals. A leadership style not adapted to the characteristics of employees and existing tasks can encourage employees to feel less enthusiastic about working and even lose their work spirit. As a result, employees are not serious about working, and attention is not focused on work. Therefore, a leader must be able to move their employees to align perceptions so that a harmonious correlation is established between employees and leaders, which will create a comfortable working atmosphere and impact increasingly high employee performance.

The better a leader is towards their employees, the better their employees' performance is in achieving the company's goals. Leaders must be able to involve employees to achieve the company's goals by using the right and wise style. Employees will be motivated to work optimally without pressure, so that employee performance can be even better. Leadership style is a pattern of behavior that integrates organizational goals with individual goals to achieve the desired goals. The manager takes over the supervisor role when the number of supervisors does not meet the required number. A manager's leadership style plays a vital role in engineering and telecommunications at the MATSC branch of the Aviation Navigation Service Provider Institution. A manager's leadership style significantly affects employees' performance because a manager can create a work environment that makes employees feel comfortable, even though the number of supervisors does not match the needs. However, the team's performance continues to run well. Managers' leadership style in engineering and communication includes the ability to cooperate and have good relationships with the team. Establish good relationships with subordinates to carry out their respective responsibilities. Managers can manage teams that effectively complete tasks promptly, such as maintaining navigation and surveillance equipment within the specified time. Managers can also delegate tasks or time to the team they manage.

4.3.2. The Effect of Workload on Employee Performance

The findings of this study indicate that workload has no significant effect on the performance of telecommunications technician employees at the MATSC Branch of the Aviation Navigation Service Provider Institution. This study's results align with research conducted by Triatmaja et al. (2022), which shows that workload has no significant effect on employee performance. This explains that if the workload increases or decreases, it does not affect employee performance. Workload is either in quantity, where the tasks to be done are too many or too few, or in quality, where the tasks to be done require the best results. If the number of tasks is proportional to the employee's physical and expertise abilities and available time, it will improve employee performance. Workload can affect employee performance at work. The workload given to employees should be appropriate for the employee's work capabilities so that optimal performance can be achieved, and the optimal level of employee performance will produce a job desired by the MATSC Branch of the Aviation Navigation Service Provider Agency. An inappropriate number of supervisors causes a high workload, so the executor takes on more work from the supervisor. The workload does not significantly affect the MATSC Branch of Aviation Navigation Service Provider Institution because the manager also helps the team take over the work from the supervisor.

4.3.3. The Impact of Work Stress on Employee Performance

The findings of this study indicate that work stress has no significant effect on the performance of telecommunications technician employees at the MATSC Branch of the Aviation Navigation Service Provider Institution. This study's results align with research conducted by Triatmaja et al. (2022), which shows that work stress has no significant effect on employee performance. The study results show that telecommunication

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technician employees at the MATSC Branch of the Aviation Navigation Service Provider Institution have high work demands. However, they do not feel that these things make them stressed, so it does not affect their performance. This means that work stress in telecommunication technician employees at the MATSC Branch of the Aviation Navigation Service Provider Institution can still be overcome not to affect their performance. The results of the study show that work stress does not have a significant effect on employee performance. This explains that if work stress increases or decreases, it does not affect employee performance. Work stress experienced by employees is usually caused by work pressure, such as damage to navigation equipment that is not repaired immediately. In contrast, the equipment must be used by the user. Work stress does not have a significant effect because employees at the MATSC Branch of Aviation Navigation Service Provider Institution can still manage their work stress. After all, the income employees earn is based on what they do.

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

The findings of this study indicate that leadership style, workload, and work stress significantly affect the performance of telecommunications technician employees at the MATSC branch of the aviation navigation service provider institution. This study's results align with research conducted by Anam et al. (2022), which states that leadership style, workload, and work stress simultaneously positively and significantly affect employee performance. This means that with an effective leadership style, employee motivation and performance can be increased because well-managed workload and work stress will enable employees to achieve optimal results. The leadership style of a leader greatly influences their subordinates. How a leader can manage and understand his subordinates very well will have an excellent impact on improving employee performance. Leadership style is a way for leaders to influence their subordinates. This leadership style aims to guide and motivate employees so that it is expected to produce high productivity. The workload that can be done well can also control the level of work stress of employees, which in turn produces good employee performance for the company.

V. Conclusion

This study aims to test and analyze the influence of leadership style, workload, and work stress on the performance of telecommunication technician employees at the MATSC Branch of the Aviation Navigation Service Provider Institution. By distributing questionnaires to 94 respondents who are telecommunication technician employees in the environment, this study succeeded in describing the characteristics of the respondents, analyzing each research variable descriptively, and testing the causal relationship between variables using multiple linear regression analysis. Based on the description of the characteristics of the respondents, it can be concluded that the majority of respondents in this study were male, with a percentage of 70%, while women were only 30%. This is in line with the nature of the technician's work, which has tended to be filled by men because of the high technical and field demands. Regarding the last education, most respondents had a Diploma III (DIII) education level of 61.70%, followed by S1/DIV of 31.91%. This shows that technician employees at MATSC have a pretty good educational background, which is generally relevant to the technical demands of their work. The varying length of service also indicates that diverse experiences can enrich the work process and team interactions in this organization.

From the descriptive results of the variables, it is known that the leadership style variable obtained a very high average value of 4.70, indicating that most employees feel that there is a good, firm, and performance-supporting leadership style. The strongest indicators in this variable are X1.1 and X1.5, each of which describes a form of visionary leadership and can build effective communication. On the other hand, the workload and work stress variables have very low average values, 1.46 and 1.52, respectively. These results indicate that employees do not feel excessive workload or significant work stress in their work environment. This is quite an interesting finding because it describes a fairly ideal work environment in terms of work pressure. As for the employee performance variable, the average value reached 4.64, meaning that the

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perception of employee performance in general is excellent. The indicator with the highest value is indicator Y.4, which is related to discipline and speed in completing tasks. Analytically, the results of the validity and reliability tests indicate that all instruments used in this study are valid and reliable. All items have a significance value below 0.05, and Cronbach's Alpha of each variable is more than 0.70, indicating that each item in the questionnaire can consistently measure the intended variable. The classical assumption test also shows that the data is normally distributed (sig. Kolmogorov-Smirnov value of 0.484), there is no multicollinearity (tolerance value> 0.1 and VIF <10), and no heteroscedasticity problems are found (sig. value of the test> 0.05). Thus, the regression model used is statistically feasible for further analysis. In multiple linear regression analysis, it is known that leadership style has a positive and significant influence on employee performance with a regression coefficient of 0.774 and a significance value of 0.000 (p <0.05). This shows that the better the leadership style applied, the higher the employee performance produced. On the other hand, workload and work stress negatively influence employee performance, although statistically insignificant (significance values 0.300 and 0.209> 0.05). This means that although workload and work stress tend to reduce performance, this influence is not strong enough or consistent in the context of the population studied.

The results of the simultaneous test (F test) show that together, leadership style, workload, and work stress significantly affect employee performance, with an F count value of 79.242 and an F table of 2.706. With a significance value of 0.000, the hypothesis that all independent variables simultaneously affect the dependent variable can be accepted. This confirms that the dynamics of the work environment in an organization—both in terms of leadership, workload, and psychological stress—are important elements in shaping employee productivity levels. Based on the t-test (partial) results, the only variable that significantly affects employee performance is leadership style. This is reinforced by the t-count value of 11.179, much larger than the t-table of 1.987, and a significance value of 0.000. This means that in the context of this organization, effective leadership is the primary key to maintaining and improving employee performance. Workload and work stress, although showing negative coefficients, are not statistically significant. This indicates that workload and work stress in the MATSC technician work environment are not high enough to impact productivity significantly. From the analysis of the coefficient of determination, the R Square value is 0.725, which means that leadership style, workload, and work stress can explain 72.5% of the variation in employee performance. The remaining 27.5% is explained by other variables outside this model, such as intrinsic motivation, compensation, organizational culture, or external factors such as employee family and social conditions.

This study's results provide several important implications for management, especially at the MATSC Branch of the Aviation Navigation Service Provider Institution. First, management needs to pay primary attention to leadership style. The study results indicate that leadership style is the most dominant and significant factor influencing performance, so work unit leaders must continue improving and strengthening their leadership patterns. Transformational and communicative leadership, which can provide direction, motivation, and trust to employees, has significantly improved performance. Second, although workload and work stress do not significantly affect performance in this study, it does not mean that both aspects can be ignored. In a long-term context, workload and work stress can become dominant variables if there is an increase in work intensity or technological changes. Therefore, management must regularly monitor employees' workload and psychological conditions to keep them within reasonable and productive limits. The preparation of proportional job descriptions, fair division of tasks, and providing counseling or stress release facilities can help prevent decreased performance due to psychological factors. Third, these results can also be the basis for developing leadership training programs. Leaders or managers in each division need to be involved in training that emphasizes soft skills of leadership, interpersonal communication, and conflict management in order to be able to create a conducive work atmosphere. With humanistic and inclusive leadership, employee morale will remain high, even when faced with the technical complexity of the work.

Theoretically, this study contributes to developing a working model that explains the relationship between organizational factors and employee performance. In particular, the finding that only leadership style has a significant effect on performance reinforces contemporary leadership theories that position leaders as

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the primary catalyst in improving organizational effectiveness. These results align with the transformational leadership theory developed by Bass and Avolio, which emphasizes that leaders who can inspire, provide vision, and make their subordinates feel appreciated will create loyalty and improve work performance.

Furthermore, the finding that workload and job stress do not significantly affect employee performance, although they have a negative relationship, can be an input for developing human resource management theory. In the framework of work stress theory proposed by Lazarus and Folkman (1984), stress will negatively impact performance only when it reaches a level that the individual can no longer cope with. In this study, it can be assumed that employees can manage workload and stress well, perhaps because of adequate organizational support or the technician employees' high level of professionalism. These results also enrich our understanding of the complexity of factors that influence performance. Not all theoretically considered important variables will significantly influence all organizational contexts, indicating the need for a contextual approach in organizational and management theory. Therefore, the findings of this study can be the basis for comparative studies across different organizations or industry sectors.

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