



International Journal Management Science and Business

Journal homepage
<https://ejournal.upi.edu/index.php/msb>



The Effect of Leadership on Work Climate Mediated by Conflict and Stress at PT BUKAKA TEKNIK UTAMA Tbk.

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ABSTRACT	ARTICLE INFO
<p>This study is a quantitative study to see how the effect of work climate on leadership with conflict and stress as intervening variables. This paper aims to provide new insights into how leadership can influence work climate and how conflict and stress can mediate the relationship in Indonesian companies. The population in this study were all employees at PT BUKAKA TEKNIK UTAMA TBK, with a sample size of 100 people using sample random sampling technique. The research method used was data collection by distributing questionnaires to respondents. The results of this study are known that leadership does not have a positive and significant effect on work climate, work climate has a positive and significant effect on conflict and stress, conflict and stress have a positive and significant effect on innovative behavior, and leadership has no influence on work climate with conflict and stress as intervening variables.</p> <p>How to cite article <i>Ramadhan, I.(2023). The Effect of Leadership on Work Climate Mediated by Conflict and Stress at PT BUKAKA TEKNIK UTAMA Tbk. International Journal Management Science and Business, Page 71-84</i></p>	<p>Article History: <i>Submitted/Received 03 Jan 2023</i> <i>Revised 12 March 2023</i> <i>Accepted 07 May 2023</i> <i>First Available online 31 May 2020</i> <i>Publication Date 1 November 2023</i></p> <p>Keyword: <i>Conflict</i> <i>Leadership</i> <i>Stress</i> <i>Work climate</i></p> <p>Paper Type: <i>Research Paper</i></p>

1. INTRODUCTION

As a developing country, Indonesia has challenges in creating a good and healthy work climate in companies across the country. Some companies may have difficulty in creating a good work climate due to various factors, such as ineffective leadership, conflicts that occur among employees, and high levels of stress. Therefore, it is necessary to conduct research to see how the relationship between leadership, conflict, stress, and work climate in companies in Indonesia.

The concept of "Creating Value through People" is the view that employees and other human resources are the most valuable assets for the organization (Kasmawati, Y. 2017). The phenomenon of Creating Value through People that occurs in Indonesia is the increasing awareness of companies about the importance of investing in human resources to achieve competitive advantage and survive in an increasingly competitive market. Therefore, more intensive and structured efforts are needed to effectively implement the Creating Value through People concept in Indonesia.

Human capital is an economic concept that refers to the value and quality of human resources in an organization or country (Sari, P. A. 2013). In Indonesia, the phenomenon of human capital has experienced significant development over the past few years. One of the factors that influence the development of human capital in Indonesia is the rapid economic growth. One of the biggest challenges is the low level of education and skills among workers. On the other hand, Indonesia also has great potential to develop better human capital in the future.

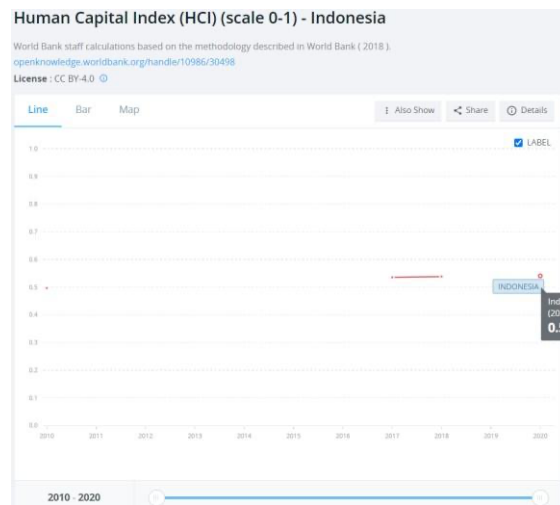


Figure 1. Human Capital Index

Human resources is a term used to describe all aspects related to the management of employees or workforce in an organization or company (Fahmi, M. H., & Puspitasari, N. 2018, Rouf, M. 2018). One of the latest human resources phenomena in Indonesia is the increasing number of people entering productive age. According to data from the Central Statistics Agency (BPS), in 2020, the number of Indonesians aged between 15-64 years reached 66.28% of the total population. Some of the problems faced include low levels of education, lack of work skills, and the absence of a strong connection between the world of education and the world of work.

Organizational behavior is the study of how individuals, groups, and organizational systems work together in achieving organizational goals (Rajagukguk, T. 2017, Prasetyo, M. A. M. 2018, Darim, A. 2020). Organizational culture in Indonesia tends to have paternalistic characteristics, which is dominated by strong power and authority in the hands of management. This can affect employee motivation and performance, as employees do not feel they have control over their work and feel underappreciated by management. In addition, in Indonesia, the lack of employee development is often a problem faced by many organizations. There is also a lack of government support for innovation. This can trigger conservative behavior and lack of innovation in organizations in Indonesia.

Companies are one of the organizations that play an important role in the Indonesian economy (Khamimah, W. 2021). As a developing country, Indonesia has challenges in creating a good and healthy work climate in companies across the country. Some companies may experience difficulties in creating a good work climate due to various factors, such as ineffective leadership, conflicts that occur among employees, and high stress levels. Therefore, it is necessary to conduct research to see how the relationship between leadership, conflict, stress, and work climate in companies in Indonesia.

This research will complement previous studies that are relevant to the title of this study with appropriate variables. As in one study said leadership and organizational climate have a significant impact on employee satisfaction and performance (Sabiha et al. 2019, Marini et al. 2017). In addition, there is also research that says leadership has no significant impact on job stress (Amadea 2018). Other research says leadership and work stress have a significant effect on employee performance (Eriani 2015). Another study found that leadership and work conflict have a significant effect on job stress (Amelia 2018). Still with the same variables, a study said that transformational leadership style, organizational climate, and job stress have a significant impact on job satisfaction (Purwanti et al. 2017). Meanwhile, there is research that says that leadership style and organizational climate have a significant effect on behavior (Wen- Hwa Ko et al. 2019). There is also research with the conclusion that leadership has no significant effect on turnover intention while job stress has a significant effect on turnover intention (Hidayat 2021). There is also a study that says work climate and work stress have a significant effect together on employee performance (Safetri 2021). Other than that, there is a study that says that there is a significant influence between work stress and work conflict on organizational climate (Huljanah 2019).

Comprehensive Theoretical Basis

Human Capital

According to James Heckman (2021), human capital is a concept that refers to skills, knowledge, physical and mental health, and other aspects that enhance a person's ability to generate economic value and contribute positively to society. In this context, human capital is not only limited to formal qualifications such as education and training, but also includes non-formal skills and social skills such as the ability to communicate and cooperate. According to Heckman, human capital is also an asset that can be developed and improved through investment in education, training, health, and other aspects that can enhance individual capabilities. In this case, human capital is seen as a long-term investment that will pay off in the future. Heckman also highlights the importance of investing in children at an early age as part of human capital development. According to him, investing in the education and care of children at an early age can help develop the skills, knowledge and health that will form the foundation for future human capital development.

Leadership

Brené Brown (2018) defines leadership as the effort to lead and move people towards a greater common goal by positively utilizing individual and team strengths. She says that courageous and effective leaders must have the courage to show up as their true selves, expose weaknesses and flaws, and be able to lead others through change and uncertainty. According to Brown, effective leadership should also be based on healthy and authentic connections with team members, by building an organizational culture that values honesty, cooperation, and openness. Successful leaders must have high self-awareness, be able to read and manage the emotions of themselves and others, and be able to provide constructive and supportive feedback. Brown emphasizes the importance of leading with heart and integrity, and having the ability to confront and resolve conflicts firmly but wisely. He also highlighted that effective leadership requires a willingness to continuously learn, develop, and transform oneself and the organization to remain relevant and productive in the face of evolving changes and challenges.

Work Climate

Wirawan (2017) defines work climate as a psychological condition experienced by employees as a result of their experiences in the work environment. Work climate includes employee perceptions and expectations about the culture, values, norms, and practices that exist in the organization where they work. Wirawan explained that work climate is formed through interactions between employees, management, and the work environment. This can affect the level of satisfaction, motivation, performance, and employee behavior at work. A positive work climate can improve employee well-being and overall organizational performance.

Conflict and Stress

According to Rivai (2015), work conflict is a mismatch between two or more members or groups (in an organization/company) who must share limited resources or work activities and/or because they have status, goals, values, or perceptions. Labor conflicts that occur within the company can be destructive (detrimental) or constructive (increase morale), this depends on how employees perceive, interpret and address the conflict.

Hasibuan (2016) states that work stress is a condition of tension that affects emotions, thought processes and conditions. The more stress a person experiences, the more persistent one's struggle to realize dreams. Stress is a feeling of pressure and anxiety experienced by a person, because it is difficult for him to realize his needs and desires. Stress is a complex and very personal problem, so the type and level of stress experienced by someone is not the same (Wahyudi, 2017).

Research Objective

This study aims to provide new insights into how leadership can influence work climate and how conflict and stress can mediate the relationship in Indonesian companies. However, there is still a knowledge gap in this regard, as not many studies have been conducted to look at the relationship between these variables in Indonesian companies. This research can benefit the academic world by contributing new knowledge in the field of human capital and human

resource management, as well as for practitioners in helping to improve leadership effectiveness and create a positive work climate in companies in Indonesia.

This research can be done by collecting data from employees in the company through surveys or interviews, with the research title "the influence of leadership on work climate mediated by conflict and stress at company PT BUKAKA TEKNIK UTAMA Tbk" Thus, this research is expected to provide a clear picture of the relationship between these variables.

Figure 1. Human Capital Index

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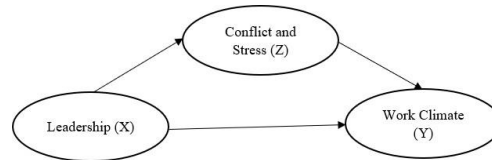


Figure 2. Research Model

2. METHOD

Object of Research

This study analyzes the role of Conflict & Stress in mediating the influence of Leadership on Work Climate. The variables examined in this study are Leadership (X) as an endogenous variable, Work climate (Y) as an exogenous variable, and Conflict & Stress (Z) as an intervening variable. Research variables are anything that can be different or vary in value.

Research Methods

This study uses quantitative data because this study will obtain data in numerical form for data processing. The population in this study were employees of the company PT BUKAKA TEKNIK UTAMA Tbk. The sampling technique used non-probability sampling which sampled 100 respondents, this study was calculated using the Lemeshow formula.

Operational Variables

Table 1: Indicators

Variables	Indicator	Measurement Scale
Leadership (X)	Brave leadership	Likert
	Empathy	Likert
	Self-awareness transparency	Likert
	Relationship skills	Likert
	The virtue	Likert
	Clear vision	Likert
	Emotional resilience	Likert
	Effective communications	Likert
	Motivation	Likert
Work Climate (Y)	Structure	Likert
	Support	Likert
	Reward	Likert
	Innovation	Likert
	Communication error	Likert
Conflict & Stress	Differences in purpose	Likert

Variables	Indicator	Measurement Scale
	Differences in judgment or perception	Likert
	Interdependence of work activities	Likert
	Warmth or friendliness	Likert
	Mistakes in affection	Likert
	Workload	Likert
	Pressure	Likert
	Inadequate Work Equipment	Likert
	Conflict	Likert
	Payback that is too low	Likert
	Family Problems	Likert
	Communication error	Likert
	Differences in purpose	Likert

Data Collection Methods

The data collection process uses primary data sources through distributing questionnaires to employees using Google Form. The distribution of questionnaires aims to get answers that will be processed to measure leadership variables, work climate, and conflict & stress with a Likert scale (scale 1-5). This research uses the help of Partial Least Squares (SmartPLS) version 4.0 through descriptive analysis and inferential analysis with Average Variance Extracted (AVE), Reliability, R-Square, and hypothesis testing.

3. RESULTS AND DISCUSSION

Respondent characteristics

This study has a sample of 100 respondents. Respondent characteristics consist of status, gender, latest education and length of work. This study has the following characteristics of respondents, namely

Table 2: Characteristics of Respondents

Demographic Factor	Classification	Number of Respondents	%	Total
Status	Marry	11	11%	100%
	Not Married	89	89%	
Gender	Men	64	64%	100%
	Women	36	36%	
Education	High School	44	44%	100%
	Bachelor	32	32%	
	Master	15	15%	
	Doctoral	9	9%	
Length of Service	0-1 year	25	25%	100%
	1-5	47	47%	
	Years more than 5	28	28%	

Source: Data processed

Descriptive analysis

The results of distributing this research questionnaire are processed using SmartPLS 4.0 which will be described in the form of data. SmartPLS 4.0 processing results in the form of data in the form of loading factor values. The load factor value will be said to be good in variable construction if the value is in the 0.7 interval. The following are the results of processing the loading factor value:

Table 3: Outer Loading Factor Leadership (X)

Leadership	Loading Factor
K1	0.849
K2	0.826
K3	0.858
K4	0.929
K5	0.876
K6	0.822
K7	0.859
K8	0.899
K9	0.880
K10	0.924

Source: Data processed

Based on the loading factor results above, it can be seen that the loading factor value for the leadership variable has a value greater than 0.7 for each construct. This means that the indicators used in the leadership variable have a very high influence on the construction of the leadership variable. The smallest construct value on the leadership variable is K6 of 0.822 which is classified as high, meaning that a good leader supports a comfortable work climate. For the highest construct value, there is K4 "of 0.929 which means that transparency towards employees supports an excellent work climate. From these results it can be stated that the leadership indicators in this study are considered significant.

Then analyze the work climate variable. Descriptive analysis of this variable uses the loading factor value, below the data generated by SmartPLS 4.0:

Table 4: Outer Loading Factor of Work Climate (Y)

Work Climate	Loading Factor
IK1	0.790
IK2	0.810
IK3	0.898
IK4	0.884

Source: Data processed

Based on the loading factor results, it can be seen that the loading factor value for the work climate variable has a value greater than 0.7 for each construct. This means that the indicators used in the work climate variable have a high enough influence on the construction of the work climate variable. The smallest construct value on the work climate variable is IK1 of 0.790, which means that a clear and systematic company structure is quite influential in shaping a comfortable work climate. For the highest construct value, there is IK3 of 0.898, which means that rewards or awards can really shape a good and comfortable work climate. It can be said that work climate is an indicator that has a significant effect in this study.

Next, analyze the variables of conflict and stress. Descriptive analysis on this variable uses the loading factor value, the following is the data generated by SmartPLS 4.0:

Table 5: Outer Loading Factor Conflict & Stress (Z)

Conflict & Stress	Loading Factor
KS1	0.744
KS2	0.746
KS3	0.740
KS4	0.798
KS5	0.794
KS6	0.816
KS7	0.792
KS8	0.860
KS9	0.802
KS10	0.811
KS11	0.811
KS12	0.792
KS13	0.828

Source: Data processed

Based on the results of the loading factor above, the conflict & stress variable has a value above 0.7 for each construct. This means that the indicators used in the conflict & stress variable have a high influence in building the conflict & stress variable. The smallest value in the conflict & stress variable is in KS3 of 0.740, which means that when experiencing differences in views or perceptions, this is able to form conflict & stress variables. Meanwhile, the highest value is in KS8 of 0.860 which means that employees who face work pressure too often will increasingly form conflict & stress. It can be said that indicators on conflict & stress are indicators that have a significant effect on this study.

Inferential Analysis

Measurement Model (Outer Model)

For the initial stage test carried out by researchers, namely having to ensure that the outer loading factor value on each indicator, namely leadership, work climate, conflict & stress, has met the convergent validity requirements. The following are the results of the SmartPLS 4.0 data processing process:

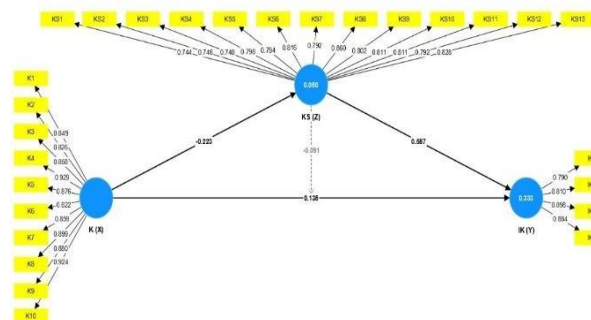


Figure 3. Outer Model

From this figure it can be concluded that the indicators in each variable as a whole have met the requirements. Where the value of each indicator used is above 0.7 and 0.5 to 0.6 can still be used. This means that all indicators and variables can be used and continued for research.

Goodness of Fit Evaluation

a. Validity Test

To see the cross loading value, it can be done by looking at the Average Variance Extracted (AVE) value. The Average Variance Extracted value requires that the value of the variables used must be above 0.5. AVE value:

Table 6: Average Variance Extracted Source: SmartPLS 4.0 Results

Variables	Average Variance Extracted (AVE)
K (X)	0.717
IK (Y)	0.762
KS (Z)	0.633

Source: Data processed

The table above is a table of output results from SmartPLS 4.0 data processing which shows the results of Average Variance Extracted (AVE). For variables that have the lowest Average Variance Extracted (AVE) value, namely the conflict & Stress variable and the variable that has the highest value, namely the work climate variable. The overall AVE value is above 0.5. It can be concluded that each variable has met the requirements and is said to be valid.

b. Reliability Test

To test the reliability in this study using the Composite Reliability and Cronbach's Alpha values. The following are the results of SmartPLS 4.0 data processing for the Composite Reliability value and Cronbach's Alpha value:

Table 7: Reliability Test

Variables	Composite Reliability	Cronbach's Alpha
K (X)	0.982	0.965
IK (Y)	0.875	0.868
KS (Z)	0.957	0.952

Source: SmartPLS 4.0 Results

From the output above, it can be seen that the Composite Reliability value shows a very high value. Where overall the variables used have a value above 0.70 and it also means that the variables used in this study are very reliable for research.

Then, the terms and conditions for the Cronbach's Alpha value are that the value of each variable must be above 0.70. In the table above, it is known that the results have a value above 0.70 for each variable used in. The leadership variable has a value of 0.984, the work climate variable has a value of 0.875, the conflict & stress variable has a value of 0.957 which means that the variables used are good and highly reliable for research.

c. Determinant Coefficient Test (R- Square)

R-Square is a test carried out with the aim of knowing how high the independent variable has the ability to explain the dependent variable in a study. The following are the results of SmartPLS 4.0 data processing:

Table 8: R-Square

	R Square	Adj R Square
Work climate (Y)	0.333	0.312
Conflict & Stress	0.050	0.040

Source: SmartPLS 4.0 Results

From the output results above for the R2 value of 0.333 which means that the work climate variable can be explained by the leadership variable by 33.3% and the rest is explained by other variables not included in this study. While R2 of conflict & stress is 0.050, which means that the conflict & stress variable can be explained by the leadership variable by 0.5%, and the rest is explained by other variables, such as promotions, high rewards, and so on.

Hypothesis Test

By testing the t-test hypothesis, researchers are able to determine whether or not the influence, positive or not and significant or not on each independent variable on the dependent variable. The following are the results of SmartPLS data processing:

Table 9: Data Processing Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Leadership (X) → Work Climate (Y)	0.135	0.940	0.348
Leadership (X) → conflict & stress (Z)	-0.223	2.136	0.033
Conflict & stress (Z) → Work climate (Y)	0.587	6.474	0.000
Conflict & stress (Z) x leadership (X) → work climate (Y)	-0.091	0.836	0.403

Source: SmartPLS 4.0 Results

In the original sample, it can be seen that the value of leadership on work climate is positive, namely 0.135, which means that a comfortable work climate will be created as long as the leadership is done well. Furthermore, the value of conflict & stress on the work climate is positive, amounting to 0.587, which means that a comfortable work climate will increase if the conflict & stress obtained is low. Then, for the leadership variable on the work climate and mediated by the conflict & stress variable is negative at -0.091 which means that the leadership variable mediated by conflict & stress has no effect on the work climate. Then for the leadership variable on conflict & stress is negative -0.223 which means that leadership has no significant effect on conflict & stress.

For the results of the t-test on the leadership variable on the work climate, the t-count value is $0.940 < t\text{-table } 1.96$ and has a significance value of $0.34 > 0.05$ which indicates that the work climate is not influenced by the leadership itself.

Then, the leadership variable on conflict and stress shows t-count $2.136 > t\text{-table } 1.96$ and has a significance value of $0.03 < 0.05$ which indicates that leadership has a positive and significant effect on conflict and stress.

Furthermore, the conflict and stress variables on the work climate show a t-count value of $6.474 > t\text{-table } 1.96$ and has a significance value of $0.000 < 0.05$ which indicates that the work climate is significantly influenced by conflict and stress itself.

Meanwhile, the leadership variables mediated by conflict and stress partially have no effect on the work climate. It can be seen that the results show a t-count value of $0.836 < t\text{-table } 1.96$ and has a significance value of $0.403 > 0.05$. This hypothesis is rejected and means that leadership mediated by conflict and stress has no significant effect on work climate.

Discussion

Based on data analysis and processing using SmartPLS 4.0 for leadership and work climate variables mediated by conflict and stress, the following results are obtained:

In the leadership variable (X), the K4 indicator is obtained with the largest loading factor value of 0.929, while in the work climate (Y) the IK3 indicator is obtained with the largest loading factor value of 0.898, and in the intervening variable conflict and stress (Z) the highest loading factor value of 0.860 is obtained in indicator KS8.

If you look at the t value on the variable $X \rightarrow Y$ of 0.940, the value is smaller than the t table with a significance of $0.348 > 0.05$ (5% error rate). This means that the work climate is not influenced by the leadership itself. In the $X \rightarrow Z$ variable of 2.316 whose value is greater than t table with a significance of $0.033 < 0.05$. This means, leadership can have a positive influence on conflict and stress. In the variable $Z \rightarrow Y$ of 6.474 whose value is greater than t table with a significance of $0.000 < 0.05$. This means that the work climate can be significantly influenced by conflict and stress. Also, the variable $Z \& X \rightarrow Y$ is 0.836 whose value is smaller than the t table with a significance of $0.403 > 0.05$. This means that conflict and stress cannot mediate leadership on the work climate itself.

From the results of this study, it was found that work climate is not influenced by leadership itself. In addition, leadership can have a positive impact on conflict and stress. Work climate also has a significant effect on conflict and stress. However, conflict and stress cannot mediate leadership on work climate. With this, no research similar to previous research has been found. For example, other studies say that leadership and work conflict have a significant effect on work stress (Amelia 2018). There is also research that says leadership has no significant impact on job stress (Amadea 2018). However, this research is in line with Huljanah's research (2019) which says that there is a significant influence between work stress and work conflict on organizational climate.

By calculating the loading factor, it can be seen that PT BUKAKA TEKNIK UTAMA Tbk. has been able to apply transparency to its employees to the fullest. In addition, this company has also implemented rewarding as a form of appreciation well to its human resources. This company also knows where the weaknesses of the psychological aspects of each employee are, namely the fairly high work pressure. It is hoped that PT BUKAKA TEKNIK UTAMA Tbk. Can implement several things to minimize excessive pressure at work.

4. CONCLUSION

In this study, it can be concluded that leadership does not have a significant effect on work climate, nor can conflict and stress mediate the effect of leadership on work climate. From these results, it can be an illustration for the management of PT BUKAKA TEKNIK UTAMA Tbk. in order to continue to improve leadership in order to improve the positive work climate within the company.

In addition, there are still many variables that have not been included in this study, so it is hoped that in the future, research can be carried out by including other variables, in order to improve the positive work climate by maximizing other factors.

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