

The Influence of Leadership Style, Motivation, and Work Stress on Performance

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Abstract.

Human resources are the most important asset in a company or organization because of their role as the subject of implementing policies and operational activities of the organization. The purpose of this study is to describe the leadership style, motivation, and work stress on employee performance. The population in this study amounted to 30 respondents to the service employees at the hospital. Data collection techniques used were distributing questionnaires and interviews. The analytical tool in this study with a description of the analysis and multiple linear regression. The results showed that leadership style affected employee performance, work motivation affected employee performance, and job stress affected employee performance. The result of the coefficient of determination is 0.749. Therefore, employee performance is influenced by the variable leadership style, motivation, and work stress by 74.9%. Meanwhile, the remaining 25.1% is influenced by other variables not included in the research model. Multiple correlation coefficient (R) (multiple correlations) describes the strength of the relationship between variables. In this study, this value was 0.866. This means that the relationship between all independent variables and the dependent variable is a very close relationship

Keywords: Leadership style, work motivation, work stress, performance employees

1. INTRODUCTION

The ability to control human resources is a factor that greatly determines the survival of an organization to achieve predetermined goals. The success or failure of an organization in achieving its goals depends on the success of the individual organizations themselves in carrying out their duties. Many factors can affect performance, including motivation, leadership, work environment, incentives, work culture, communication, position, training, and many others. All of these factors must affect, some are dominant and some are not. Management and Leadership Development in any organization is important and needs attention. [1] Leadership is the ability to influence a group to achieve goals. Without good management and leadership, efforts to change and optimize the achievement of performance and organizational goals will be difficult to achieve and may not produce anything.

The problem that then arises is how to produce employees who have optimal performance. Optimal employee performance is one of the goals of the organization to achieve high work productivity. Various ways can be taken by organizations in

improving employee performance following expectations. [2] explains that three factors affect employee performance, namely: 1) Individual factors: ability, skills, family background, work experience, social level, and a person's demographics; 2) Psychological factors: perceptions, roles, attitudes, personality, motivation, and job satisfaction; and work stress; 3) Organizational factors: organizational structure, job design, leadership, reward system. So, some of the factors that influence performance are leadership style, motivation, and work stress.

Based on this idea, it can be explained that the role of individuals in an organization greatly determines the realization of the success of the organization in achieving the goals that have been set. One individual who also plays an important role is a leader. Leadership is the main key in management that plays a role and strategy in the survival of an organization. The leader is the originator of goals, planner, organizer, mover, and controller of all resources so that company goals can be achieved effectively and efficiently. Therefore, the leadership of an organization is required to be able to satisfy employees at work so that the impact of employees is not only able to work, but also willing to work towards achieving organizational goals.

Leadership is the ability to influence a group towards achieving goals [3]. This opinion views all members of a group or organization as one unit, so that leadership is defined as the willingness to influence all members of the group or organization to be willing to carry out activities or work to achieve organizational or group goals. [4]. If a leader wants to have a significant influence on other people, communities, and organizations, a leader must be wise in investing in learning to become the best leader [5]. This means that the leader will not be able to control his subordinates well if he does not implement a good leadership style as well. Leadership style is a leader's behavior pattern in influencing or interacting with subordinates. In more detail, this means that the leadership style is an attempt to influence subordinates, through communication, in achieving organizational goals. A communicative leader can make subordinates motivated to do the job as much as possible. Good communication also appears in the implementation of a democratic leadership style, where leadership is based, acquired, and intended for employees through a conducive relationship between the various parties involved.

Apart from going through the leadership style, encouragement will show good work performance also arises because of motivation. Giving motivation does not have to refer to the material alone, but can also be through encouragement or reward from the leader [6], motivation is the desire or will that exist in an individual that stimulates the individual to take action. Handoko also added that motivation has three interrelated elements, consisting of needs, drives, and incentives. Motivation is an impulse that grows from within a person, both from within and outside. To be able to produce quality and quantity work results, an employee needs work motivation within him which will affect work morale so that it will increase employee work results. [7] states

that humans are desirous social creatures. This desire occurs continuously and will only stop when the end comes.

Motivation is closely related to the emergence of a tendency to do something to achieve goals. There is a strong relationship between motivation needs, actions or behavior, goals, and performance. Because every change is based on a motivational boost. Motivation arises because of a need and therefore the action is directed towards achieving certain goals which are ultimately referred to as employee performance. So, the stronger the motivation or encouragement provided by the leadership to the employees, the more maximum the performance produced by the employees themselves. achievement of a goal, then humans must be able to foster work motivation.

In addition to the factors of leadership style and motivation, job stress can also affect employee performance. Work stress that can be experienced by members of an organization or individual employees, such as conflict, can result in work being ineffective and inefficient. Job stress is pressure, both physically and psychologically. This depressed state is generally a condition that has a characteristic that environmental demands exceed the individual's ability to respond [8]. The impact of work stress can be beneficial or detrimental to employees. A beneficial impact can spur employees to be able to complete work enthusiastically and as well as possible, but if stress is not able to be overcome it will harm employees. The danger of stress results from physical, emotional, and mental exhaustion caused by prolonged involvement with emotionally demanding situations. The process is gradual, accumulative, and gets worse over time. Therefore, handling work stress that has a negative impact requires immediate attention.

Hospitals are an important part of society, in which there is a health service system for anyone who needs medical assistance, medication, and care. The hospital is an organization of specialized basic medical services, medical support services, installation services, and outpatient services as well as inpatient services as well as business entities that have their characteristics, their efforts are focused on medical examinations and treatments. In addition, the hospital is a unique and complex organization, because it is a labor-intensive organization, has special characteristics and characteristics and functions in producing medical services.

Malang Regional General Hospital is a private hospital located on Jl. Rajasa No. 27 Bumiayu, Kedungkandang, Malang City. Transitional in nature with the ability to provide general medical services. This hospital also accommodates referrals from the Puskesmas. The hospital also has 20 doctors and 60 inpatient beds so that it has several employees to help with ongoing operational activities. This hospital is certainly expected to have regular and supervised management to avoid mistakes that can harm the hospital or the patients who receive services from the hospital. To achieve the vision and mission of the hospital, this organization expects increased performance

from its employees. However, in practice, employee performance fluctuates. Based on interviews conducted with HRD staff, the performance of employees in these health organizations is still low. This is shown by the employees' lack of speed and skill in serving patients.

Similar results are also shown from the results of interviews with hospital patients. 10 visitors stated that they were not satisfied with the services at the hospital because the emergency measures taken by the hospital were considered insufficient and often late. For example, when the patient rings the bell, they have to wait for about 3 minutes to call the employee or nurse who is on duty. Sometimes, the patient's family also has to remind the nurse or hospital staff when changing the infusion. This has resulted in many patients who decide to refer family members who are sick to get more optimal care from other hospitals. In addition to the quality of work provided by employees through services, it is known that many jobs are not completed on time. Based on the observations made, the hospital was late in providing rations to patients. Previously it was stipulated that all rations must arrive in each room before 07.00 and 16.00 in the afternoon. Not only that, the doctor's time to visit the patient is often not on time. This condition indicates that the employee's performance at the hospital has decreased, especially in the dimension of punctuality.

Several indications of low employee performance are caused by several factors. Among them is the leadership style that is applied. Based on the interview, it is known that the leader has involved employees in making decisions or solving problems. However, it is known that the leadership is less involved in the managerial or non-managerial agendas scheduled by the hospital. As a result, leaders do not recognize employees' names well. This also offends employees, where they feel less valued by the leadership. In addition to an indication of leadership style, it is known that employee motivation has also decreased. Employees admit that they are less motivated to work because of the low level of training provided, which means that the hospital does not facilitate employees in developing new abilities. High-intensity training or seminars are given to doctors, nurses and other hospital staff only receive training on employee operational standards at the start of work. Employees will receive this training again if they make a mistake or get complaints from patients directly, which is recognized by the leader or manager.

On the other hand, the performance decline indicator is based on the occurrence of employee work stress. The increased workload, which is caused by the amount of work that is not completed on time, makes employees feel stressed or stressed. The impact is that when researchers ask employees about their work performance achieved during work, they answer that they have forgotten or do not have the desire to try harder to achieve achievement. Compared to competing for work performance, employees are more focused on getting the job done. Therefore, employees at these hospitals tend to be less friendly because of anxiety and a desire to immediately finish work, regardless of the quality of the work being done. Similar studies, which also

discuss the influence of leadership style, motivation, and work stress on employee performance in organizations engaged in services [9, 10]. Their research results reveal that there is a positive and significant influence between leadership style, motivation, and work stress on employee performance

II. METHODS

In this study, the authors use explanatory or explanatory research types. Explanatory research is research that intends to explain the influence of one variable with other variables supported by theory and in collecting data through questionnaires [11]. This type of research was chosen because the researcher wanted to test the hypothesis that had been formulated based on the number of samples that had been taken to find out how the influence of leadership style, motivation, and work stress on employee performance.

Population refers to a group of people or objects that have something in common in one or more things that make up the main problem in a study [13]. The population in this study was 30 employees of the Malang Regional General Hospital. In taking the sample, the researcher took a random type of sample, where each element was used as a sample using a random sampling technique so that the number of samples in this study was 30 employees. The measurement technique used is the Likert scale. Likert scale can be used to measure attitudes, opinions, and perceptions of a person or group of people about a symptom or social phenomenon. And the answer weights according to the measurement and there are five kinds of answer choices, then the intensity of the answer is given a score from the lowest value of 1 (Strongly disagree) to the highest 5 (Strongly agree).

Analysis of the data in this study using descriptive analysis used to analyze and present quantitative data to know the description of the companies used as the research sample. Meanwhile, a forecasting analysis tool for the effect of two or more independent variables on the dependent variable is to prove whether or not there is a functional relationship or a relationship between two or more independent variables and one dependent variable [14]. These multiple regression analysis techniques are used to determine the effect of independent variables on the dependent variable, so the formula in this study is:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

III. RESULT AND DISCUSSION

Result

The descriptive analysis measurement is used to determine the responses of respondents regarding the questionnaires that are distributed, which describe the leadership style, work motivation, work stress, and employee performance. The results of the respondents' responses from each statement representing the variables are

described below. The results of the scale range analysis regarding the leadership style are:

Table 1. Description Leadership Style

Item	SS	S	CS	TS	TS	Score	Information
	5	4	3	2	1		
X _{1.1}	0	11	16	3	0	73	Low
X _{1.2}	0	7	15	6	2	69	Low
X _{1.3}	0	8	16	6	0	92	Moderate
X _{1.4}	3	14	7	2	4	100	Moderate
X _{1.5}	0	13	16	1	0	101	Moderate
X _{1.6}	3	12	7	4	4	96	Moderate
Mean						88,5	Moderate

Source: Processed data, 2021

Based on the results of the scale range analysis, it shows that the leadership style has been implemented quite accordingly by the Malang City Hospital. This is indicated by the value of the scale range reaching 88.5 which is classified as sufficient. These results reveal that the implementation of leadership styles can be evaluated through leadership that emphasizes the principles of deliberation and discussion, is active, innovative, dynamic, directed, and respects its employees. The results of the analysis of the scale range regarding work motivation in the Malang City Hospital are presented in full in Table 2 below:

Table 2. Description Work Motivation

Item	SS	S	CS	TS	TS	Score	Information
	5	4	3	2	1		
X _{2.1}	5	12	11	2	0	110	High
X _{2.2}	4	12	13	1	0	109	High
X _{2.3}	4	14	10	2	0	110	High
X _{2.4}	4	12	12	2	0	108	High
X _{2.5}	5	11	10	3	1	105	High
X _{2.6}	3	7	9	5	6	86	Moderate
X _{2.7}	3	7	9	5	6	86	Moderate
X _{2.8}	5	15	9	1	0	114	High
Mean						103,5	High

Source: Processed data, 2021

The results of the analysis of the overall scale span on the work motivation variable revealed high achievement. High work motivation is based on the fulfillment of physiological, security, social, development, and promotion needs. This analysis is due to the acquisition of a scale score that reaches 103.5 and is included in the high

category. The results of the analysis of the scale range of work stress are presented in full in Table 3, namely:

Table 3. Description Work Stress

Item	SS	S	CS	TS	TS	Score	Information
	5	4	3	2	1		
X _{3.1}	2	7	8	5	8	80	Moderate
X _{3.2}	3	11	15	1	0	106	High
X _{3.3}	3	15	10	2	0	124	High
X _{3.4}	1	14	10	5	0	101	Moderate
X _{3.5}	2	9	8	6	5	87	Moderate
X _{3.6}	3	12	11	3	1	103	High
X _{3.7}	3	9	13	4	0	98	Moderate
X _{3.8}	3	15	8	3	1	106	High
Mean						100,6	High

Source: Processed data, 2021

The results of the analysis of the overall scale span on the work stress variable reveal high work stress. This condition is based on the tension experienced by employees, either physically or psychologically, which affects the employee's working conditions. This analysis is due to the acquisition of a scale score that reaches 100.6 and is included in the high category. Distribution of respondents' responses regarding employee performance statements in the table below:

Table 4. Description Performance

Item	SS	S	CS	TS	TS	Score	Information
	5	4	3	2	1		
Y.1	3	12	9	4	2	100	Moderate
Y.2	6	13	9	2	0	113	High
Y.3	5	10	11	1	3	103	High
Y.4	4	14	8	2	2	106	High
Y.5	5	15	9	1	0	114	High
Mean						107,2	High

Source: Processed data, 2021

The results of the overall scale range analysis on the employee performance variables reveal a high level of performance. Especially shown in terms of the dimensions of quality, quantity, and timeliness. This is based on the acquisition of a scale score that reaches 107.2 and is included in the high category. Multiple linear regression analysis (multiple regression) was used to determine the independent variables, namely leadership style, motivation, and work stress, on the dependent variable, namely the performance of employees at the Malang Regional General

Hospital. The results of multiple linear regression testing are described in the following table:

Table 5. Analysis Multiple Regression

Variabel	Regression coefficient	t-count	Sign
Leadership Style (X_1)	0,135	5,215	0,001
Work Motivation (X_2)	0,419	6,968	0,000
Work Stress (X_3)	0,158	4,064	0,001
Constanta = 0,468			
R-square (R^2)	= 0,749		
R	= 0,866		

Source: Processed data, 2021

The coefficient of determination (R^2) is a tool that can be used as a measure of the quality of the assessment (Goodness of fit), that is, by looking at the percentage of influence of all independent variables on the dependent variable, it can be seen how well the regression equation model is used. Based on the results of multiple linear regression analysis that has been carried out, it shows the influence of the independent variable, in this case, is leadership style, motivation, and work stress on the dependent variable, namely employee performance.

Based on the results of the coefficient of determination (R^2) which is equal to 0.749. Therefore, employee performance is influenced by the variable leadership style, motivation, and work stress by 74.9%. Meanwhile, the remaining 25.1% is influenced by other variables not included in the research model. Multiple correlation coefficient (R) (multiple correlations) describes the strength of the relationship between variables. In this study, this value was 0.866. This means that the relationship between all independent variables and the dependent variable is a very close relationship.

Discussion

The leadership style applied in the Malang Regional General Hospital is democratic. This condition is indicated by several leadership behaviors that are classified as quite good by the leadership during their tenure. Based on the analysis, the scale of the leadership is considered to be less concerned with deliberation or discussion in solving problems. Leaders often unilaterally take action and immediately announce the policy, which all employees must adhere to. This condition is similar to what happened in the background in this study, where employees rated their involvement in discussions or meetings as low, especially those related to health measures or applicable policies.

Similar to what was revealed in the background of the research, employee responses were rated low on statements related to the leadership being actively involved in managerial and non-managerial activities that took place in the hospital. So far, leaders are considered to be less involved in activities that take place in the hospital, especially in non-managerial activities such as breaking fast together or

others. Meanwhile, on the managerial agenda, the leader only gives remarks and is less visible in overseeing the activities being carried out.

Meanwhile, fairly good implementation is practiced in the following aspects of leadership. First, leaders tend to continue to innovate in creating ideas or ideas on applicable policies or regulations. Second, leaders also do not give up easily in anticipation of changes that continue to develop in the hospital. Third, the leadership is sufficiently focused on achieving leadership goals. Finally, leaders are also able to reward the employees they lead. The impact of the applied leadership style behavior is the emergence of high performance by employees. [15] explains that leadership style can influence subordinates to meet organizational goals. Based on the results of hypothesis testing, it is known that the hypothesis proposed in this study is accepted, which means that partially the leadership style has a significant effect on employee performance in Malang Regional General Hospital.

Apart from being significant, it is known that employee performance and leadership style have a positive relationship. This condition means that the leadership style and employee performance are directly proportional, if the leadership style is getting better, the employee's performance will also be higher. Leadership style is the implementation of leader behavior to influence others to act according to what they want [16]. [17] explains that leadership style can affect employee performance in increasing employee performance productivity.

The results of this study can also support research conducted by previous researchers. [18] found that leadership style has a positive effect on improving employee performance. [19] also concluded that leadership style affects the work motivation of service employees, when employees are motivated or compelled to work through the leader, then work performance or employee performance can also increase. [20] also note that there is a strong correlation between leadership style and work motivation of 0.656. Thus, both previous research and this study explain that leadership styles can encourage better employee performance.

Motivation is an impetus from inside or outside the employee to be more enthusiastic at work. Overall motivation in this study also went well, because the acquisition of the scale range was in the high category. This condition is indicated by the adequacy of the employee's material condition, namely that the basic salary can meet the employees' physiological needs. Not only that, but the salary received is also by the Malang City Minimum Wage, employees also feel safe working because of the existence of health and safety insurance for working hours from the hospital, employees also establish harmonious relationships with colleagues, leaders, or juniors. In addition, every employee also has the same opportunity to get a promotion

However, it is slightly different from what was revealed in several items related to the above motivation, whose implementation can encourage employee work motivation, the need to develop has a sufficient scale range score. This condition is

indicated by providing opportunities to develop themselves for employees who are deemed insufficient. In addition, the implementation of training or training outside the hospital is aimed at employees who have worked longer hours or have certain positions, such as specialist doctors. Meanwhile, employees who are like nurses do not get this opportunity. However, all employees get the same training opportunity in the first week of working from the hospital which discusses the standards and quality that employees must achieve. As a result, the implementation of motivation to develop is considered sufficient for employees, which is different from other motivation dimensions that are considered to be done well by employees. This is also following what is described in the background.

Based on the results of the analysis of the hypothesis test (t-test), it is known that motivation has a significant effect on employee performance. [21] Explain that motivation is very influential on employee performance because the fulfillment of motivation to someone can make that person do the job as well as possible. Apart from being significant, the positive influence is also known on the results of the analysis of the motivation variable on employee performance. This result means that an increase in motivation fulfillment can lead to an increase in employee performance. The results of this study are also supported by previous research. [22] explains in his research that work motivation is very influential on employee performance. [23] also describes that work motivation strengthens employee performance. Similar results were also found in research [24] which resulted that motivation and employee performance had a strong enough relationship, meaning that motivation had a significant and positive effect on efforts to improve teacher performance. So, the results of this study can support the results of previous studies.

Job stress has two dimensions, namely positive and negative. Handling negative stress is still an obligation of various management activity organizers, one of which is the hospital. A high workload can create stress which harms employees. Employee work stress conditions are indicated by the acquisition of a scale score that is included in the high category. This means that employees feel that work drains enough energy, employees refuse to have consistent sleep disturbances, employees admit that they ensure that the work is done well, the equipment in the hospital is not sufficient, the rest hours that employees get are considered insufficient, employees refuse the imagination often enough to quit the job. Not only that, employees agree that they are sometimes overworked by other employees who have not been completed. Employees also tend to often forget to remember clearly the last achievements they have made while working in the hospital.

High negligence related to this achievement is following what happened in the background, where employees reveal that their achievements are not enough to make employees remember and make it an impetus to compete in work. Employees added that it was enough for them to only carry out their obligations, while for them, the

achievement was not a necessity. Charged work has increased work stress, then completing work is their main focus.

This increase in negative work stress results in a decrease in employee performance. As explained in the background, where employees forget about their achievements, it is also following the results of distributing questionnaires. Based on the results of multiple linear regression analysis, it is known that the third hypothesis in this study is accepted. That is, job stress can also affect employee performance. Better handling of work stress can increase employee morale. So, it can be explained that there is a significant and positive influence of job stress on employee performance.

Several opinions and studies support the results of this study. [25] explains that stress is a tension that creates an employee's physical and psychological imbalance is affecting the emotions and condition of employees. Research conducted [26] states that higher work stress can result in a decrease in employee performance. [27] shows that job stress partially affects employee performance. [28] explains that stress can affect the increase in employee performance in the company and disrupt the stability of employee performance itself. In line with the research results [29] which state that stress generated by employees will have an impact on employee performance, it is certainly not good for employee performance itself.

Several factors are known to influence the decline in performance, namely leadership style, motivation, and work stress. The decline in performance shown in the background is based on the quality of work of employees who are considered to be less nimble and not following procedures, the use of time is also known to be less effective. Meanwhile, performance-related evaluations are based on employees who are sufficiently capable of completing work following the set standards and quality. Employees are also able to work well even without an airman. Employees are quite capable of completing work following the predetermined time. Not only that, but employees are also able to properly use the tools provided or assistance from colleagues to complete. In addition, employees are also able to complete work independently. The results of the scale range analysis were slightly different from those in the background. In the background, it is known from the results of interviews that employees have low performance. While the results of the scale range analysis, which are obtained from employee responses regarding performance, have high work performance results. This difference indicates that a more stringent evaluation is needed regarding the implementation of employee performance because the evaluation of supervisors (supervisors) and HRD assesses employee performance is low and for employees, so far, they have shown their best performance.

Based on the results of multiple linear regression analysis, it is found that the hypothesis in this study is accepted. Simultaneously or simultaneously, leadership style, motivation, and work stress have a significant and positive effect on employee performance. The significance shows that there is a big influence between all variables

and the independent variables, namely 85%. Meanwhile, positive influence means that the influence between the independent and dependent variables is directly proportional. This means that if there is an increase in the implementation of leadership style, fulfillment of motivation, and handling of work stress, then the employee's performance will also be higher. Thus, it can be explained that simultaneously, all independent variables in this study affect employee performance in Malang Regional General Hospital.

IV. CONCLUSION

The results of research that has been conducted on the influence of leadership style, motivation, and work stress on employee performance, can be concluded as follows: Leadership style affects employee performance. Motivation affects employee performance. Job stress affects employee performance. Leadership style, motivation, and work stress affect employee performance.

Suggestions to the hospital in implementing the leadership style have been carried out well by the hospital. It is recognized that some of the dimensions have been performed very well and most are adequate. Researchers expect the hospital to be able to maintain or improve this implementation. Meanwhile, the implementation of motivation, the researcher expects to be evaluated so that it can survive or increase because it is also considered good. The results of this study can be used as a reference for developing research by considering other variables outside the variables in this study; such as work environment, workload, work discipline, work productivity, work loyalty, and so on. In addition, it can also develop similar research with different analyzes, such as moderation, path, intervening, or so on.

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