

## THE EFFECT OF WORK MOTIVATION, LEADERSHIP STYLE AND WORK STRESS ON PERFORMANCE

Volume: 3  
Number: 2  
Page: 368 - 387

<sup>1</sup>Neksi Widi HERMAN, <sup>2</sup>Zahara Tussoleha RONY, <sup>3</sup>Faroman SYARIEF

<sup>1,2,3</sup>Department of Management Masters, University of Bhayangkara, Jakarta Raya, Indonesia

Corresponding author: Neksi Widi Herman

E-mail: [hermanneksi21@gmail.com](mailto:hermanneksi21@gmail.com)

### Article History:

Received: 2022-03-30

Revised: 2022-05-26

Accepted: 2022-07-18

### Abstract:

The performance of organizational members supports personnel in carrying out all the tasks that are their responsibility. If a person works for work, can complete the given on time, can always contribute, and has a good attitude and behavior under the work standards set by the organization and the values prevailing in the environment and leadership factors are something else that cannot be done. Each person's performance will not be separated from a person's ability and the organization's work environment in which they work. Separated from the development of police institutions (including the National Police Research and Development Agency). The research method used in this study is a quantitative method with the SPSS causal survey software. Research design research data collection through field observations, surveys, and direct interviews with related parties. The population in this study were members of the Jianbang Bureau of the National Police Training Center. The sampling technique in this study uses a saturated sampling technique with a total of 106 members. The study results explain that work motivation has a significant effect on performance. Leadership style has a considerable influence on personnel performance. There is insufficient evidence that job stress has a significant negative impact on work performance and motivation; leadership style and work stress simultaneously significantly affect employee performance.

**Keywords:** Work Motivation, Leadership Style, Work Stress and Performance

Cite this as: HERMAN, N.W., RONY, Z.T., SYARIEF, F.(2022) "The Effect Of Work Motivation, Leadership Style And Work Stress On Performance" International Journal of Environmental, Sustainability, and Social Sciences, 3 (2), 368 - 387.



## INTRODUCTION

The Indonesian National Police (Polri) carries out one of its obligations under Law Number 25 of 2009 concerning Public Services of the Republic of Indonesia. Public service is an activity or a series of activities aimed at meeting the service needs of every citizen and resident for goods, services, and administrative services provided by public service providers by statutory regulations. Public service is a manifestation of the state's existence in society; with public services designed to meet the community's needs and provide the best public services, a national professional body (police) is needed.

According to the regulation of the Chief of the Indonesian National Police Number 16 of 2011 concerning Performance Assessment for Civil Servants at the Indonesian National Police through the Performance Management System, it is stated that to improve and develop the performance of the members of the Indonesian National Police based on competence; it is necessary to provide an assessment based on performance standards comprehensively, objective, transparent, and accountable to encourage productivity achievement, dedication, and work loyalty. Article 6 of the regulation above states that the performance appraisal in the police is divided into two: generic performance is applied equally to all employees, and specific performance differs from one employee to another, which is based on the primary duties, functions and responsibilities of each position.

The performance of organizational members allows personnel to perform all the tasks they are responsible for. If someone is motivated to work, can complete the assigned task on time, always contribute, and has good attitudes and behavior by work standards determined by the organization

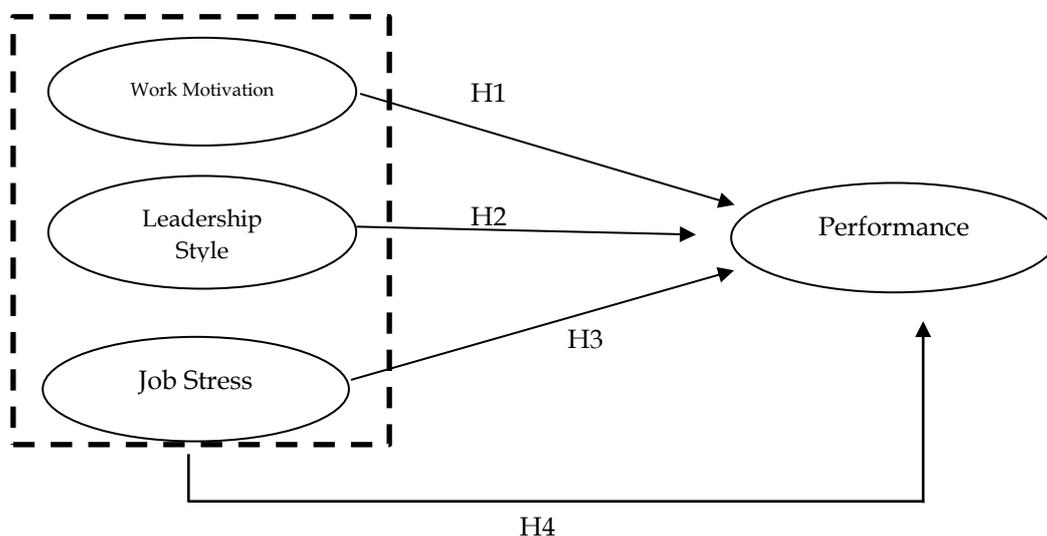
and the values prevailing in the environment. Each person's performance will not be separated from a person's ability and the organization's work environment in which they work. Competence is the initial capital that a person must have to occupy a particular position and carry out work on his responsibilities. The state of the work environment only includes the person's response to the work environment so that it will realize the work of members of the organization.

Personnel at the Bureau of Assessment and Development of the National Police's Education and Training Institute are precious. The police must manage them properly to make the best possible contribution. One of the main things that must be the focus of the police is the competence and performance of its personnel. Because the personnel is incompetent, feels uncomfortable, belittled, and cannot reach their maximum potential, they will automatically not be able to focus on their work entirely.

Work motivation in oneself is the driving force of a series of processes of human behavior to achieve goals in completing tasks and working according to responsibilities. According to the results of observations and interviews from one of the Bureau of Assessment and Development personnel of the National Police Education and Training Institute, the condition of the personnel in the Bureau of Assessment and Development of the National Police Education and Training Institute has decreased the enthusiasm of the personnel in carrying out their duties; this is due to the lack of recognition of the success of personnel who have successfully carried out their responsibilities by leadership, resulting in no effort to improve their performance, plus the lack of enthusiasm of the personnel towards their current work. Therefore, it is difficult for them to build internal work motivation. It can be seen from the three characteristics: the work motivation of organizational members and their influence on performance. Performance is the rate at which each organization member can complete a task.

Work motivation can be influenced by interests, salary, security needs, interpersonal relationships, and job opportunities. Work motivation is the primary basis for a person to enter an organization and fulfill his various needs within the framework of that person. Therefore, the key to the success of subordinate mobilization by a leader lies in his understanding of work motivation theory. It becomes an influential driving force to improve organizational/company performance. According to research conducted by (Idrus, 2020), from the results of hypothesis testing, it can be concluded that work motivation, leadership style and work environment simultaneously have a significant effect on Yahukimo Resort Police (POLRES) personnel. Another factor that is considered to impact police performance is leadership style. Everyone looks forward to professional developments, such as promotions, because with this development, they will get better rights than the non-material and non-material rights that were previously obtained.

Figure 1 Research framework



Based on the theoretical study and framework of thinking above, the hypotheses in this study are as follows:

- 1) H1: It is suspected that work motivation affects performance.
- 2) H2: It is suspected that leadership style affects performance
- 3) H3: It is suspected that work stress affects performance.
- 4) H4: It is suspected that work motivation, leadership style and work stress affect performance.

## **METHODS**

The research was conducted at the Jianbang Bureau of the National Police Education and Training Center from December 2020 to November 2021. The research method used is a causal survey quantitative method. The variables used in this study include 3 (three) independent variables, namely work motivation, leadership style and work stress, while the dependent variable is performance. The research objects studied are work motivation, leadership style, work stress and performance. The research subject is the Jianbang Bureau of the National Police Education and Training Center.

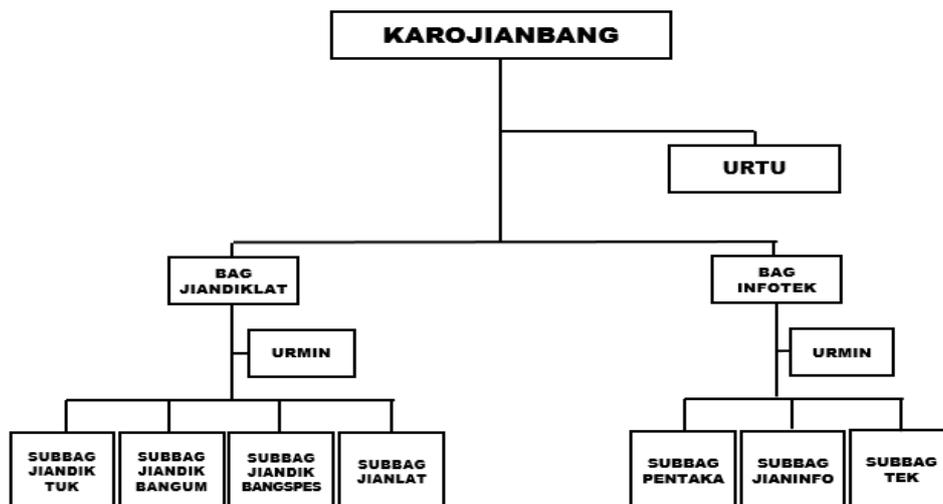
The population in this study were members of the Jianbang Bureau of the National Police Education and Training Center. The sampling technique used is non-probability sampling. Population elements are selected based on their availability (for example, because they volunteer to be respondents) or because the researcher personally feels that they are representative of the population. The sampling technique uses a saturated sampling technique used in a population where all members are sampled (Echdar, 2017). The sample in this study was 106 members of the Jianbang Bureau of the National Police for Education and Training. Meanwhile, for testing the instrument, as many as 30 people. The data analysis technique used is descriptive, inferential statistical data analysis, and test requirements analysis, namely classical assumption and multiple linear regression tests.

## **RESULT AND DISCUSSION**

Overview of the Organization (Bureau for Assessment and Development of the National Education and Training Institute). Main tasks; 1) Organizing and planning activities for assessment, evaluation, validation, controlling education and training programs as well as activities in the field of information and literature 2) Collect and Validate information, data, procedures, procedures for processing information on education and training; 3) Plan and organize activities for collecting, validating, reviewing and improving regulations, policies and procedures for components of educational standards.

Function; 1) Study, evaluate and validate the management of Prodiklat and Prokermadiklat; 2) Collection, validation, presentation of data, management, information, data and IT and education and training documentation; 3) Collection, validation, review and completion of regulations, policies and procedures for standard components of education and other regulations related to education and training.

Figure 2 Organizational structure



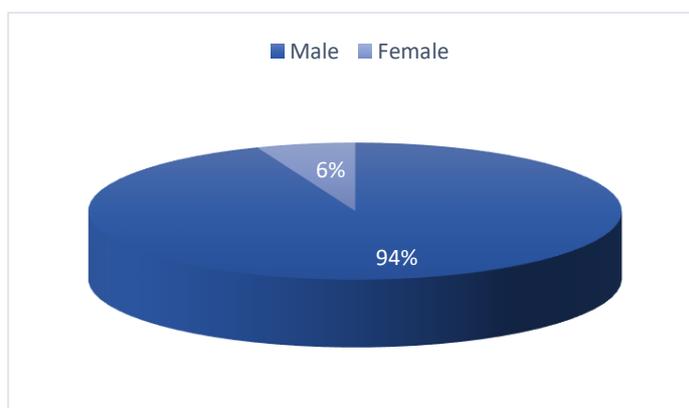
In this study, the characteristics that want to be known are gender, age, education level and occupation. More details about the respondent can be seen in the following characteristics, which are presented in a pie chart that shows the magnitude in number and percentage.

Table 1 Respondents by Gender

Valid	Frequency	Percent	Valid Percent	Calcumulatif Percent
Male	100	94.3	94.3	94,3
Female	6	5.7	5.7	100.0
<b>Total</b>	<b>106</b>	<b>100.0</b>	<b>100.0</b>	

Source: Questionnaire 2021

Figure 3 Respondent Diagram by Gender



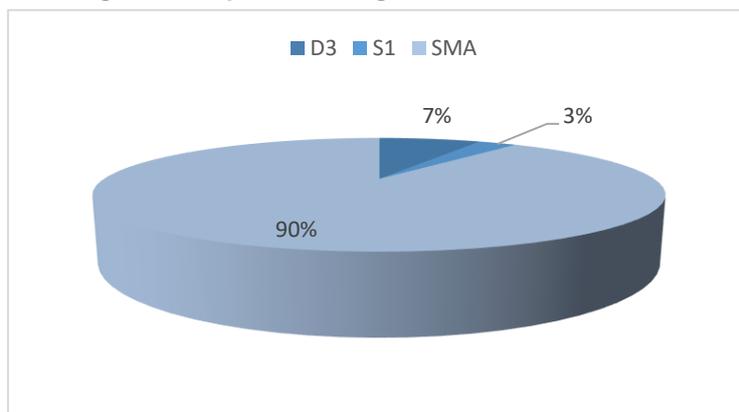
Based on Figure 4.1 above, it can be seen that the number of respondents based on gender in this study had the highest number of men, namely 94%, and the second-largest gest number were women, namely 6%. This study indicates that male employees are the gender work a lot in the Jianbang Bureau of the National Police Education and Training Center.

Table 2. Respondents Based on Education Level

Valid	Frequency	Percent	Valid Percent	Cumulative Percent
D3	8	7.5	7.5	7.5
S1	3	2.8	2.8	10.4
SMA	95	89.6	89.6	100.0
<b>Total</b>	<b>106</b>	<b>100.0</b>	<b>100.0</b>	

Source: Questionnaire 2021

Figure 4 Respondent Diagram Based on Education



Source: Processed primary data, 2021

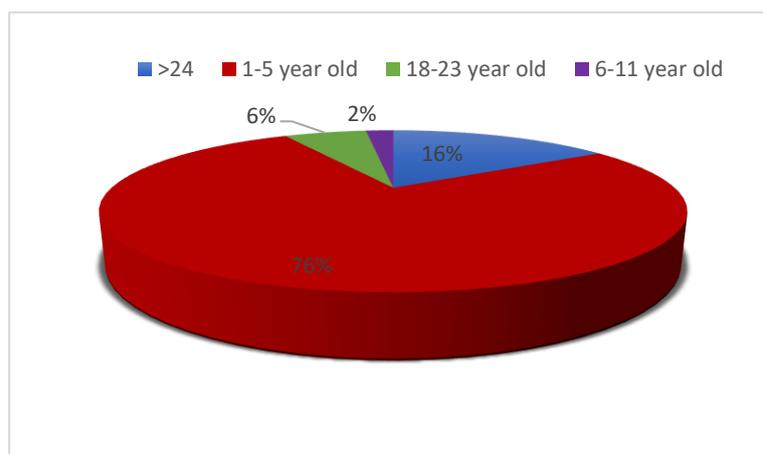
Based on Figure 4 above shows the percentage of respondents based on education level who work in the Jianbang Bureau of the National Education and Training Center; the highest education is SMA, which is 90%, the number of D3 education is 7%, the number of S1 education is 3%. These results indicate that members of the Jianbang Bureau of the National Police Education and Training Center have a reasonably high standard, namely a minimum of SMA/SMK. It reflects that the competence and expertise in carrying out work related to the assessment field create good.

Table 3. Respondents Based on Working Period

	Frequence	Percent	Valid Percent	Cumulative Percent
Valid	> 24	17	16.0	16.0
	1-5 years	821	76.4	92.5
	18- 23 years	6	5.7	98.1
	6-9 years	2	1.9	100.0
Total	106	100.0	100.0	

Source: Questionnaire 2021

Figure 5. Respondent Diagram Based on years of service



Source: Processed primary data, 2021

Based on Figure above shows the percentage of respondents based on years of service who worked in the Jianbang Bureau of the National Education and Training Center, the most years of service were 1-5 years, which was 75%, >24 years of service, which was 16%, the number of years of service was 18-23 years, which was equal to 6% and 6-11 years of service as much as 2%. These results indicate that members of the Jianbang Bureau of the National Police Education and Training

Center have a reasonably good work experience of at least 1-5 years. It reflects that motivation and competence in doing work already have good knowledge.

This validity test was conducted to determine the validity of the questionnaire or questionnaire. Validity here means that the questionnaire used can measure what it is supposed to measure. The validity test can be done by comparing the calculated r-value with the r table. The estimated r value is taken from the output of the SPSS (Statistical Product and Service Solution). Testing the validity of using the SPSS program with the Pearson Correlation method, which correlates each item with the total score of the questionnaire items. The basis for deciding the validity test is as follows:

- If  $r\text{-count} > r\text{-table}$ , then the question items are declared valid
- If  $r\text{-count} < r\text{-table}$ , then the question item is declared invalid

The value of the r table is taken using the formula  $df = n - 2$ . That is  $df = 30 - 2 = 28$ , so that the r table is 0.361. The questionnaire can be said to be valid if the results of the questionnaire validity test have a calculated r-value greater than the r table value. The complete results of the validity test are in the following table.

*Table 4. Performance Validity Test Results (Y)*

Indicator	R count	R table	Conclusion
Statement 1	0,858	0,361	Valid
Statement 2	0,929	0,361	Valid
Statement 3	0,877	0,361	Valid
Statement 4	0,945	0,361	Valid
Statement 5	0,904	0,361	Valid
Statement 6	0,876	0,361	Valid
Statement 7	0,778	0,361	Valid
Statement 8	0,892	0,361	Valid
Statement 9	0,869	0,361	Valid
Statement 10	0,902	0,361	Valid
Statement 11	0,758	0,361	Valid
Statement 12	0,919	0,361	Valid
Statement 13	0,946	0,361	Valid
Statement 14	0,848	0,361	Valid
Statement 15	0,915	0,361	Valid
Statement 16	0,907	0,361	Valid
Statement 17	0,927	0,361	Valid
Statement 18	0,743	0,361	Valid

Source: Processed primary data, 2021

From the table above, it can be seen that the calculated r-value of the 19 performance variable statements tested and 18 statements are positive or have a value greater than the r table, which has a value of 0.361, so it can be concluded that 18 statements from each variable in this study are declared valid.

*Table 5. Work Motivation Validity Test Results (X1)*

Indicator	R count	R table	Conclusion
Statement 1	0,850	0,361	Valid
Statement 2	0,596	0,361	Valid
Statement 3	0,551	0,361	Valid
Statement 4	0,770	0,361	Valid
Statement 5	0,748	0,361	Valid
Statement 6	0,830	0,361	Valid
Statement 7	0,688	0,361	Valid
Statement 8	0,930	0,361	Valid
Statement 9	0,819	0,361	Valid
Statement 10	0,954	0,361	Valid

<b>Statement 11</b>	0,828	0,361	Valid
<b>Statement 12</b>	0,858	0,361	Valid
<b>Statement 13</b>	0,766	0,361	Valid
<b>Statement 14</b>	0,156	0,361	Invalid
<b>Statement 15</b>	0,797	0,361	Valid
<b>Statement 16</b>	0,846	0,361	Valid
<b>Statement 17</b>	0,936	0,361	Valid
<b>Statement 18</b>	0,829	0,361	Valid

Source: Processed primary data, 2021

From the table above, it can be seen that the calculated r-value of the 18 Work Motivation variable statements tested and the 17 statements are positive or have a value greater than r table, which has a value of 0.361, and 1 statement is invalid because it is less than r table which has a value 0.361 so that it can be concluded that 17 statement items from each variable in this study were declared valid.

*Table 6. Leadership Style Validity Test Results (X2)*

<b>Indicator</b>	<b>R count</b>	<b>R table</b>	<b>Conclusion</b>
<b>Statement 1</b>	0,916	0,361	Valid
<b>Statement 2</b>	0,909	0,361	Valid
<b>Statement 3</b>	0,937	0,361	Valid
<b>Statement 4</b>	0,972	0,361	Valid
<b>Statement 5</b>	0,936	0,361	Valid
<b>Statement 6</b>	0,869	0,361	Valid
<b>Statement 7</b>	0,850	0,361	Valid
<b>Statement 8</b>	0,928	0,361	Valid
<b>Statement 9</b>	0,939	0,361	Valid
<b>Statement 10</b>	0,930	0,361	Valid
<b>Statement 11</b>	0,967	0,361	Valid
<b>Statement 12</b>	0,942	0,361	Valid
<b>Statement 13</b>	0,971	0,361	Valid
<b>Statement 14</b>	0,904	0,361	Valid
<b>Statement 15</b>	0,961	0,361	Valid
<b>Statement 16</b>	0,877	0,361	Valid
<b>Statement 17</b>	0,914	0,361	Valid
<b>Statement 18</b>	0,929	0,361	Valid

Source: Processed primary data, 2021

From the table above, it can be seen that the calculated r-value of the 19 Leadership Style variable statements tested and 19 statements are positive or have a value greater than the r table, which has a value of 0.361, so it can be concluded that the 20 statements of each variable in this study are declared valid.

*Table 7. Work Stress Validity Test Results (X3)*

<b>Indicator</b>	<b>R Count</b>	<b>R table</b>	<b>Conclusion</b>
<b>Statement 1</b>	0,742	0,361	Valid
<b>Statement 2</b>	0,368	0,361	Valid
<b>Statement 3</b>	0,168	0,361	Invalid
<b>Statement 4</b>	0,790	0,361	Valid
<b>Statement 5</b>	0,829	0,361	Valid
<b>Statement 6</b>	0,789	0,361	Valid
<b>Statement 7</b>	0,810	0,361	Valid
<b>Statement 8</b>	0,869	0,361	Valid
<b>Statement 9</b>	0,809	0,361	Valid
<b>Statement 10</b>	0,863	0,361	Valid
<b>Statement 11</b>	0,526	0,361	Valid
<b>Statement 12</b>	0,445	0,361	Valid

<b>Statement 13</b>	0,825	0,361	Valid
<b>Statement 14</b>	0,864	0,361	Valid
<b>Statement 15</b>	0,771	0,361	Valid
<b>Statement 16</b>	0,759	0,361	Valid
<b>Statement 17</b>	0,584	0,361	Valid
<b>Statement 18</b>	0,432	0,361	Valid

Source: Processed primary data, 2021

From the table above, it can be seen that the calculated r-value of the 18 Work Stress variable statements tested and the 17 statements are positive or have a value greater than the r t, able which has a value of 0.361, and 1 statement is invalid because it is less than r table which has a value 0.361 so that it can be concluded that 17 statement items from each variable in this study were declared valid.

A reliability test determines how far a measuring instrument is reliable. Reliability testing with all question items in this study used the Cronbach alpha method (Cronbach alpha coefficient). This method is used to find the instrument's reliability, whose score is a range of several values or in the form of a scale. The basis for reliability testing is as follows:

- If the Cronbach Alpha value > 0.60, the tested questionnaire is declared reliable.
- If the Cronbach Alpha value < 0.60, the tested questionnaire is declared unreliable.

***Table 8. Work Motivation Reliability Test Results (X1)***

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.960	18

Source: Processed primary data, 2021

The reliability test results can be seen in the output of the Reliability Statistics. Obtained Cronbach's Alpha value of 0.960. According to the criteria, this value is more significant than 0.60, so the questionnaire results on the Work Motivation variable distributed have a good level of reliability; in other words, the data from the questionnaire distributed can be trusted.

***Table 9. Leadership Style Reliability Test Results (X2)***

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.990	18

Source: Processed primary data, 2021

The reliability test results can be seen in the output of the Reliability Statistics. Obtained Cronbach's Alpha value of 0.990. According to the criteria, this value is more significant than 0.60, so the questionnaire results on the distributed Leadership Style variable have a good level of reliability, or in other words, the data from the questionnaire distributed can be trusted.

***Table 10. Work Stress Reliability Test Results (X3)***

<b>Reliability Statistics</b>	
Cronbach's Alpha	N of Items
.934	18

Source: Processed primary data, 2021

The reliability test results can be seen in the output of the Reliability Statistics. Obtained Cronbach's Alpha value of 0.934. According to the criteria, this value is more significant than 0.60, so the questionnaire results on the Job Stress variable that are distributed have a good level of reliability, or in other words, the data from the questionnaires distributed can be trusted.

Table 11. Performance Reliability Test Results (Y)

Model	Unstandardized Coefficient		Standard coefficient	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	22.842	5.448		4.192	.000		
Work Motivation	.494	.086	.569	5.734	.000	.318	3.143
Leadership Styles	.262	.090	.292	2.930	.004	.316	3.166
Job Stress	-.020	.062	-.018	-.313	.755	.987	1.013

Reliability Statistics	
Cronbach's Alpha	N of Items
.980	18

Source: Processed primary data, 2021

The reliability test results can be seen in the output of the Reliability Statistics. Obtained Cronbach's Alpha value of 0.980. According to the criteria, this value is more significant than 0.60, so the results of the questionnaire distributed Performance variables have an excellent level of orality. Alternatively, in other words, the data from the questionnaires distributed can be trusted.

This normality test uses the Liliefors test by looking at the significance value of Kolmogorov - Smirnov. The test criteria are as follows:

- If the Significance value (Asym Sig 2 tailed) > 0.05, the data is normally distributed.
- If the significance value (Asym Sig 2 tailed) < 0.05, the data is not normally distributed.

To see the complete results of a sample from a normally distributed population or not, it can be seen in the following normality test table.

Table 12. Normality Test Result  
One-Sample Kolmogorov-Smirnov Tes

		Performance	Work Motivation	Leadership Style	Work Stress
N		106	106	106	106
Normality Parameters	Mean	74.1321	67.5283	73.4151	69.5755
	Std. Deviation	10.69853	12.31276	11.89307	9.68351
Most Extreme Differences	Absolute	.072	.104	.113	.127
	Positive	.069	.088	.082	.116
	Negative	-.072	-.104	-.113	-.127
Kolmogorov-Smirnov Z		.741	1.073	1.168	1.312
		.643	.200	.131	.064

Source: Processed primary data, 2021

Based on table 12, formulate the value of Asymp.Sig. (2-tailed) > from 0.05, namely Performance Variables 0.643, Work Motivation 0.200, Leadership Style 0.131 and Work Stress 0.64, it can be concluded that all variables in this study are normally distributed.

Multicollinearity can be known by looking at the tolerance value (a) and Variance Inflation Factor (VIF). The independent variable experienced multicollinearity. The cutoff value commonly used to indicate the presence of multicollinearity is the tolerance value > 0.10 or the same as the VIF value <10. The results of the multicollinearity test are as follows:

Table 13. Multicollinearity Analysis Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	22.842	5.448		4.192	.000		
Work Motivation	.494	.086	.569	5.743	.000	.318	3.143

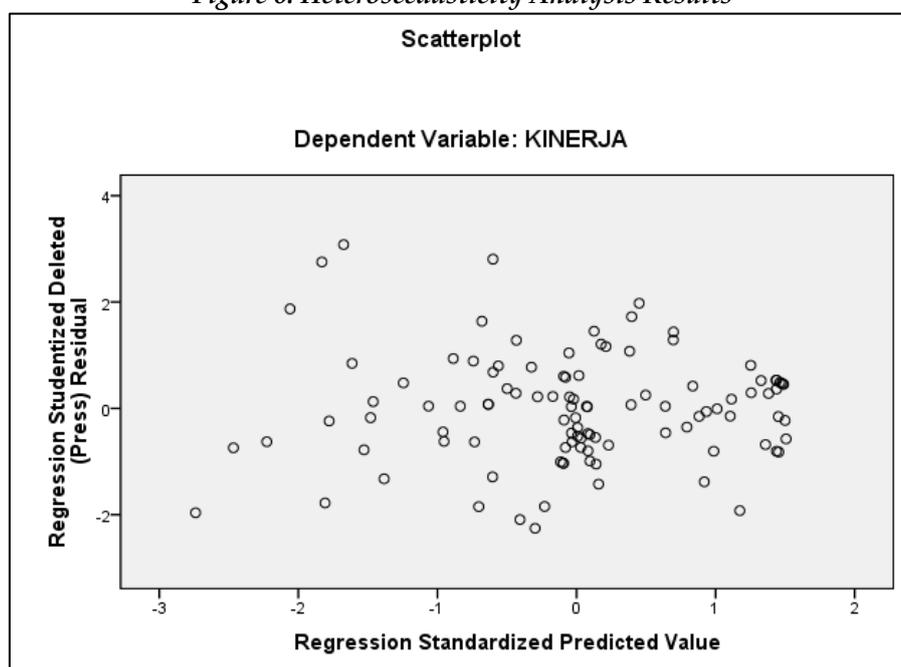
Leadership Style	.262	.090	.292	2.930	.004	.316	3.166
work stress	-.020	.062	-.018	-.313	.755	.987	1.013

Source: Processed primary data, 2021

Based on the results of the multicollinearity test, each independent variable has a VIF value of 3.143, Leadership Style 3.166, Work stress 1.013. Because the Tolerance value is greater than the minimum requirement ( $> 0.1$ ) and the VIF value is lower than the requirement ( $< 10$ ), multiple linear regression analysis does not have a correlation problem between the independent variables.

A good regression equation model does not have heteroscedasticity problems; if the points on the scatterplot graph between the model's predicted value and the residual value are randomly distributed, they do not form a specific pattern such as triangles, rectangles, standard curves, and so on.

*Figure 6. Heteroscedasticity Analysis Results*



Source: Processed primary data, 2021

Based on the scatterplot image, it can be seen that the points in the image spread randomly and are spread above and below the number 0 on the Y-axis. It can be concluded that there is no heteroscedasticity in the data.

The autocorrelation test was conducted to identify an autocorrelation between the errors that occurred between the periods tested in the regression model. The Durbin-Watson test value must be seen to determine whether there is autocorrelation.

*Table 14. Autocorrelation Analysis Results*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.825 <sup>a</sup>	.681	.671	6.13505	1.923

Source: Processed primary data, 2021

Autocorrelation test using the Durbin-Watson test. The calculated Durbin-Watson value obtained the Durbin Watson value of  $DW = 1.923$ . Based on the existing categories, the DW value is  $1 < DW (1.923) < 3$ , which means no autocorrelation. It can be concluded that the multiple linear regression analysis carried out does not have a correlation problem in the

Based on the calculation of multiple linear regression analysis carried out through statistics using the SPSS 25 program, the following results were obtained:

*Table 15. Multiple Linear Regression Analysis Results*

Model	Unstandardized Coefficient		Standard coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	22.842	5.448		4.192	.000
Work Motivation	.494	.086	.569	5.734	.000
Leadership Style	.262	.090	.292	2.930	.004
Work Stress	-.020	.062	-.018	-.313	.755

Source: Processed primary data, 2021

Based on the results in the table, the following regression equation is obtained:

$$Y = 22.842 + 0.494X_1 + 0.262X_2 - 0.020X_3 + e$$

The multiple linear regression equation can be described as follows:

- 1) Constant = 22.842
- 2) If the variables of work motivation, leadership style and work stress are assumed to be constant, the performance will increase by 22.842.
- 3) Coefficient of work motivation (X<sub>1</sub>)  
The value of the work motivation coefficient is 0.494. Stating that an increase will follow every 1 score increase for work motivation in performance of 0.494.
- 4) Coefficient of leadership style (X<sub>2</sub>)  
The leadership style coefficient value is 0.262. Stating that an increase will follow every 1 score increase for leadership style in performance of 0.262.
- 5) Coefficient of work stress (X<sub>3</sub>)  
The coefficient of work stress is -0.020. Stating that a decrease will follow every 1 score increase to -0.020 in performance of -0.20.

*Table 16. R . Test Results*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.825 <sup>a</sup>	.681	.671	6.13505	1.923

Source: Processed primary data, 2021

From the table above, it can be seen that the resulting R-value is 0.825, meaning that the influence between the independent variable and the dependent variable is strong. While the value of R square is 0.681 or 68.1%, meaning that the influence of the independent variables, namely work motivation, leadership style, and work stress, on the performance variable is 68.1%. The remaining 31.9% is influenced by other variables not examined.

To determine the effect of work motivation, leadership style and work stress on the dependent variable, namely performance, it is necessary to do a t-test. Partial testing can be seen from the t-test. If the value of sig < 0.05, H<sub>0</sub> is rejected, which means there is a significant effect. Partial test results can be seen in the following table:

*Table 17. T . Test Analysis Results*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	22.842	5.448		4.192	.000
	Work Motivation	.494	.086	.569	5.734	.000
	Leadership Style	.262	.090	.292	2.930	.004

Job Stress	-.020	.062	-.018	-.313	.755
------------	-------	------	-------	-------	------

- 1) The results of the t-test of motivational variables have a positive effect on performance.  
 To prove that work motivation has a positive effect on performance, the hypotheses tested are as follows:  
 H0: Partially, there is no positive and significant influence between work motivation on performance.  
 H1: Partially, there is a positive and significant influence between work motivation on performance.  
 From the testing results with the partial hypothesis of the t-test of significance, as shown in the table above, the variable work motivation (X1) obtained at-count value of 5.734. While the statistics table (t table) and hypothesis testing with = 5%. With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data t count 5.734 > t table 1.983. So it can be concluded that the independent variable of work motivation partially influences performance.
- 2) T-Test Results of Leadership Style Variables Have a Positive Effect on Performance  
 To prove that Leadership Style influences Performance through, the tested hypotheses are as follows:  
 H0: Partially, there is no positive and significant influence between Leadership Style on Performance  
 H2: Partially, there is a positive and significant influence between Leadership Style on Performance  
 From the results of testing with the partial hypothesis of the t-test of significance, as shown in the table above, the Leadership Style variable (X2) obtained at-count value of 2,930. While the statistics table (t table) and hypothesis testing with = 5%. With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data t count 2,930 > t table 1,983. So that it can be concluded that the independent variable Leadership Style partially has an influence and is significant on performance.
- 3) T-Test Results of Leadership Style Variables Have a Positive Effect on Performance  
 To prove that Leadership Style influences Performance through, the tested hypotheses are as follows:  
 H0: Partially, there is no positive and significant influence between Leadership Style on Performance  
 H2: Partially, there is a positive and significant influence between Leadership Style on Performance  
 From the results of testing with the partial hypothesis of the t-test of significance, as shown in the table above, the Leadership Style variable (X2) obtained at-count value of 2,930. While the statistics table (t table) and hypothesis testing with = 5%. With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data t count 2,930 > t table 1,983. So that it can be concluded that the independent variable Leadership Style partially has an influence and is significant on performance.
- 4) T-Test Results of Work Stress Variable Affects Performance  
 To prove that work stress affects performance, the hypothesis tested is as follows:  
 H0: Partially, there is no positive and significant effect between work stress on performance  
 H2: Partially, there is a positive and significant effect between work stress on performance  
 From the testing results with the partial hypothesis of the t-test of significance, as shown in the table above, the work stress variable (X3) obtained at-count value of -0.313. While the statistics table (t table) and hypothesis testing with = 5%. With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data t count -0.313 < t table

1.983. So it can be concluded that there is not enough evidence that work stress on employee performance.

To prove that work motivation (X1), Leadership Style (X2), and Job Stress (X3) simultaneously have a direct positive effect on performance (Y) through the tested hypotheses as follows:

H0: Simultaneously, work motivation (X1), leadership style (X2) and work stress (X3), there is no positive effect on performance.

H4: Simultaneously, work motivation (X1), leadership style (X2) and work stress (X3) have a positive influence on performance.

**Table 18. Simultaneous Test Analysis Results**

		ANOVA				
Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	8178.993	3	2726.331	72.434	.000 <sup>a</sup>
	Residual	3839.158	102	37.639		
	Total	12018.151	105			

A. Predictors: (Constant), Stress\_Work, Motivation\_Work, Leadership\_Style  
 B. Dependent Variable: Performance

Source: Processed primary data, 2021

Based on the results of the simultaneous test for the variables of work motivation and leadership style with the dependent variable, namely Performance, obtained F count = 133,637 and F table  $df_1 = 4-1 = 3$  while  $df_2 = n - k = 106 - 4 = 102$  and with  $\alpha = 5\%$  then F table is 3.09. F count  $72,434 > F$  table 2.69, then H0 is rejected, and H4 is accepted. It shows that H4 is proven that there is a direct and positive influence on work motivation (X1), leadership style (X2) and work stress (X3) simultaneously on performance (Y) which means that the regression model can explain the independent variables as a whole.

This research was conducted to obtain a complete understanding of the effect of work motivation (X1) and leadership style (X2), and work stress (X3) on performance. The research results will be discussed in the following concerning the research objectives. From the testing results with the partial hypothesis of the t-test of significance, as shown in the table above, the variable work motivation (X1) obtained at-count value of 5.734. While the statistics table (t table) and hypothesis testing with  $\alpha = 5\%$ . With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data t count  $5.734 > t$  table 1.983. So it can be concluded that the independent variable of work motivation partially influences performance.

The results of this study are by research conducted (Makki & Abid, 2017). The results showed that intrinsic and extrinsic motivation positively correlated with organizational member task performance, and intrinsic and extrinsic motivation affected organizational member task performance.

While intrinsic motivation denotes the performance of action out of interest or pleasure, extrinsic motivation arises from externally or socially created reasons to act. Extrinsic motivators such as money or other rewards can produce extrinsic motivation because they generate a desire for the consequences of the activity; they do not create a desire to engage in activities for their benefit. When people engage in activities for extrinsic rewards, their motivation is embedded in the environment rather than themselves. In contrast, intrinsic motivation exists within the individual and can be utilized and enhanced by an environment that supports individual autonomy and competence (Legault, 2016). According to research (Masydzulhak et al., 2016), work motivation and organizational members' performance variables in this study are positive and significant. The performance of organizational members increases when work motivation increases.

The partial test results (t-test) show that work motivation has a significant positive effect on the performance of organizational members (Aima et al., 2017). These results match the hypothesis

with available data and confirm Herzberg's theory, better known as the theory of motivation and hygiene. An individual's relationship with his job is the primary relationship. His attitude towards work can determine his success. Two factors in which our intrinsic factors drive organizational members to become motivated (comes from within each individual) and extrinsic factors which are forces that come from outside a person, especially from the organization they work for.

The achievement motivation variable shows a positive and significant influence on performance (Mubarok, 2018). Thus, motivation shows a positive impact on employee performance. When the motivation factor goes up/down, the employee's performance will also be positively correlated, namely by showing an increase/decrease. Therefore, these findings support the theory and results of previous studies that motivation affects the performance of organizational members.

The results described in this study describe that intrinsic and extrinsic motivation and task performance of organizational members vary according to intrinsic motivation research variables such as recognition of success, recognition of challenging work, and job advancement. It can be evidenced by previous research, which states that when individuals are intrinsically motivated, they pursue activities for the interest and pleasure that these activities provide (Csikszentmihalyi, 1975) (Makki & Abid, 2017). This study also reveals that extrinsic motivation will not differ between male and female organizational members, which can be proven by previous research, which states that extrinsic motivation with indicators of work environment, salary, relationships with co-workers and effective supervision has generally been recognized as a type of mild inspiration, and bad (even if strong) in contrast to implicit inspiration (e.g., deCharms, 1968) in (Makki & Abid, 2017). Thus, it can be concluded that work motivation significantly affects performance.

From the results of testing with the partial hypothesis of the t-test of significance, as shown in the table above, the Leadership Style variable (X<sub>2</sub>) obtained at-count value of 2,930. While the statistics table (t table) and hypothesis testing with  $\alpha = 5\%$ . With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data  $t_{count} 2,930 > t_{table} 1,983$ . So that it can be concluded that the independent variable Leadership Style partially has an influence and is significant on performance.

The results of this study are by research conducted by (Nawoseing'ollan & Roussel, 2017). Leadership style affects the performance of organizational members because they; let corporate members work the way they believe in, develop trust in them and let them be innovative. These leaders are approachable, treat organization members with respect and encourage them to follow established procedures to maintain required standards and try out new ideas. Organizational members make decisions and implement them. Authoritative leaders make organizational members feel proud to be associated with them because they show a sense of power, make personal sacrifices and always think for the betterment of the whole group.

Leadership is the key to good performance because it coordinates the utilization of human resources and other resources in the organization. A good leader motivates organizational members and motivates them not only to improve their work performance and commitment to an organization but also to exceed job requirements and improve the organization's general performance. Research results support this (Pawirosumarto, Bachelor, & Muchtar, 2017). It is statistically proven that the leadership style individually or partially has a positive and significant effect on employee performance. If leadership is vital in directing and leading employees, then performance in carrying out obligations and duties will also be good, and vice versa.

The results of the study (Pawirosumarto, Bachelor, & Gunawan, 2017) show that leadership style has a significant and positive influence on the performance of organizational members at Parador Hotels and Resorts, which means that leadership style is one of the important variables that can improve the performance of organizational members. The results described in this study describe the leadership style variables using the dimensions of Directive, Supportive, Participative, and Achievement Orientation. However, if a leader can master all leadership styles, he can not only direct his members to work according to directions/standards/rules. Defined, but leaders need to

provide opportunities for their members to participate in decision-making, make processes, improve their abilities/skills, and the ability to create favorable working conditions (Pertwi et al., 2019).

Leadership is one of the most critical factors for the success of organizational management. Effective leadership will be able to grow the motivation of organizational members so that productivity, loyalty, and satisfaction of subordinates or members of the organization increase. At first, many thought leaders were born, but effective leadership formation can be studied (Hasibuan, 2016) (Ramly et al., 2020). Leadership style is the behavior or method leaders use to relate to their subordinates to achieve goals or objectives that have become shared commitments. A leader must have a leadership style that is considered effective to attain company goals or objectives. Thus, it can be concluded that leadership style significantly affects employee performance.

The results of testing with the partial hypothesis of the t-test of significance, as shown in the table above, show that the work stress variable (X3) obtained at-count value of -0.313. While the statistics table (t table) and hypothesis testing with  $\alpha = 5\%$ . With the degree of freedom of the test is  $n - k = 106 - 4 = 102$ , the t table value is 1,983. Based on these data  $t_{count} -0.313 < t_{table} 1.983$ . So it can be concluded that the work stress-free variable partially has no influence and is not significant on performance. The results of this study are by (Krismi, 2018). The results of this study indicate that there is no influence between work stress and the performance of police officers.

Jianbang members feel that their duties can be carried out correctly according to existing standard operating procedures and complete their tasks. Even though they feel pressured by their duties, they will still carry out their duties well because the functions carried out are by the existing program results standards.

The heavy or light tasks that are handled already have standard operating procedures for handling them, so the studies they are involved in or the cases they are involved in will not impact work stress and member performance because from the start, they understand standard operating procedures as members. Work process. It will support members' performance levels and minimize pressure on police officers to complete their work (Krismi, 2018). Furthermore, it is also supported by research conducted by (Hotiana & Febriansyah, 2018). The study results show that work stress has no significant effect on employee performance in research (Arfani & Luturlean, 2018). It indicates that work stress does not affect performance. (Soelton & Yasinta, 2018) His research shows that the coefficient of the work stress variable does not affect employee performance.

Because the government has determined members' workload to be organized and has a load as a standard of work, harmony among co-workers is established, and personal problems are not equated with work problems. Thus, it can be concluded that there is insufficient evidence that there is an effect of work stress on the performance of the personnel of the Bureau of Assessment and Development of the National Police Education and Training Institute.

Based on the results of simultaneous tests for the variables of work motivation, leadership style and work stress with the dependent variable, namely Performance, it is obtained that F count = 133,637 and F table  $df_1 = 4-1 = 3$  while  $df_2 = n - k = 106 - 4 = 102$  and with  $\alpha = 5\%$  then F table is 3.09. F count 72,434 > F table 2.69, then  $H_0$  is rejected, and  $H_a$  is accepted. It shows that  $H_4$  is proven that there is a direct and positive effect simultaneously on work motivation (X1), leadership style (X2) and work stress (X3) on performance (Y) which means that the regression model can explain the independent variables as a whole.

Herpen, Praag, and Cools, in the journal *Performance Measurement and the Influence of Compensation on Motivation on the Relationship between Motivation and the World of Work*, show that experience supports the relationship between job dissatisfaction, lack of motivation, and intention to quit (Rony, 2016). According to Robescu & Iancu in (Indrianto et al., 2020), motivation is all internal and external driving forces that make individuals engage in activities to achieve specific goals. Organizations expect organizational members to use their knowledge, energy, skills, and part of their time to do their best in the organization, and organizational members, on the other hand, expect rewards. Organizations can motivate organizational members to optimize their work by offering value, tips, and rewards. If members of the organization are not motivated to work, the

impact on the company/organization will be very harmful and can disrupt the activities of the company/organization.

Jianbang Bureau applies Herzberg's theory in organizations by having programs to increase staff motivation through staff performance evaluation, organizational recognition/rewarding, division of responsibilities, monitoring the progress and development of members' work, granting promotions, building working relationships between people and other factors that can increase people's motivation to work. Motivation is highly dependent on leadership factors in the organization, namely the extent to which the leader raises the motivation of members manifested in increasing morale and work ethic to increase productivity to improve performance to achieve organizational goals.

Leadership style is how the leader, through actions and words, influences organizational members to want to work harder to achieve organizational goals. It means that the more precise the leadership style of the JianBang Police Bureau leadership style, the better the JianBang Police Bureau's performance will be. However, if a leader can master all leadership styles, he can guide his members to work according to the direction/standards/rules set. Still, the leader needs to provide opportunities for his members to participate in decision-making. Cultivate and improve their abilities/skills and create favorable working conditions.

Job stress is a state of tension that affects a person's thought processes, emotions, and conditions resulting in excessive stress threatening a person's ability to process the environment, which interferes with their task performance. Therefore, it can hinder them in carrying out their duties. Poor stress management often causes a person's disability to interact with his environment actively, both inside and outside the work environment. The employee concerned will face various negative symptoms, ultimately affecting his performance. Thus, it can be concluded that work motivation, leadership style, and work stress simultaneously significantly affect employee performance.

## **CONCLUSION**

Based on the results of data analysis, hypothesis testing and discussion, some conclusions can be drawn as follows:

1. Work motivation has a significant effect on performance. Intrinsic factor motivation is the driving force for personnel to motivate themselves (coming from within each personnel). Extrinsic factors come from outside the personnel, especially from the organization, making personnel excited at work.
2. Leadership style has a significant effect on personnel performance. It means that the leadership style affects the performance of personnel because the leaders are important figures in providing direction and goals and a role in supervising performance results in the organization; a good and conceptualized leadership style will improve employee performance.
3. There is not enough evidence that there is a significant negative effect of work stress on performance Jianbang Bureau personnel can complete their duties correctly by existing standard operating procedures even though they feel pressured by their responsibilities and have the impact of work stress, members will continue to carry out their duties properly because the tasks are carried out by the existing program results standards and functions must be completed by targets and quality of work. However, there is insufficient evidence that work stress affects the performance of the Bureau of Assessment and Development of the National Police Education and Training Institute.
4. Work motivation, leadership style, and work stress significantly affect employee performance. Simultaneously, leadership style, work motivation and stress will improve employee performance if appropriately managed.

## REFERENCES

- Ahmad, A., Ibrahim, R. Z. A. R., & Bakar, A. A. (2018). Factors influencing job performance among police personnel: An empirical study in Selangor. *Management Science Letters*, 8(9), 939-950. <https://doi.org/10.5267/j.msl.2018.6.014>
- Aima, H., Adam, R., & Ali, H. (2017). Model of Employee Performance: Competence Analysis and Motivation (Case Study at PT. Bank Bukopin, Tbk Center). *Quest Journals Journal of Research in Business and Management*, 4(11), 2347-3002. [www.questjournals.org](http://www.questjournals.org)
- Aldi, Y., & Susanti, F. (2019). Pengaruh Stress Kerja Dan Motivasi Kerja Terhadap Prestasi Kerja Karyawan Pada Pt. Frisian Flag Indonesia Wilayah Padang. <https://doi.org/10.31227/osf.io/et4rn>
- Aliusman, J. M., Sampao, N. L., & Guimba-Basher, S. D. (2018). Reassignment And Its Effects On Motivation And Job Performance Among Selected Police Commissioned Officers (Pcos) In Lanao Del Sur, Philippines. *International Journal of Accounting, Finance and Business*, 75-86.
- Almusaddar, A. A. S., Ramzan, S. R., & Raju, V. (2018). the Influence of Knowledge , Satisfaction , and Motivation on Employee Performance Through Competence. *International Journal of Business and General Management (IJBGM)*, 7(5), 21-40.
- Anwar, A. B., Maupa, H., & Ali, M. (2015). The Effects of Work Stress and Compensation on The Employees Performance Through Motivation and Job Satisfaction at the Private Life Insurance Companies in Jakarta. *Scientific Research Journal*, 3(9), 33-36. [www.scirj.org](http://www.scirj.org)
- Arfani, M. R., & Luturlean, B. (2018). Pengaruh stres kerja dan beban kerja terhadap kinerja karyawan di PT. Sucofindo cabang Bandung. *E-Proceeding of Management*, 5(2), 2770-2785.
- Arifah, D. A., & Romadhon, C. (2015). Pengaruh Komitmen Organisasi, Komitmen Profesional Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Dengan Motivasi Sebagai Variabel Intervening. *Journal of Visual Languages & Computing*, 2(1), 357-369.
- Chikwem, C. U. (2017). The Relationship of Job Stress to Job Performance in Police Officers. *ProQuest Dissertations and Theses*, 108. [https://manchester.idm.oclc.org/login?url=https://search.proquest.com/docview/1978076751?accountid=12253%0Ahttp://manfe.hosted.exlibrisgroup.com/openurl/44MAN/44MAN\\_services\\_page?genre=dissertations+%26+theses&atitle=&author=Chikwem%2C+Chidiebere+U.&volu](https://manchester.idm.oclc.org/login?url=https://search.proquest.com/docview/1978076751?accountid=12253%0Ahttp://manfe.hosted.exlibrisgroup.com/openurl/44MAN/44MAN_services_page?genre=dissertations+%26+theses&atitle=&author=Chikwem%2C+Chidiebere+U.&volu)
- Colquitt, J., LePine, J. A., & Wesson, M. J. (2019). *Organizational behavior: improving performance and commitment in the workplace* (Vol. 4, Issue 4). McGraw-Hill Education. <https://doi.org/10.1002/pdh.22>
- Damayanti, R., Hanafi, A., & Cahyadi, A. (2018). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan (Studi Kasus Karyawan Non Medis Rs Islam Siti Khadijah Palembang) Riski Damayanti 1 , Agustina Hanafi 2 , & Afriyadi Cahyadi 3. *L Ilmiah Manajemen Bisnis Dan Terapan Tahun*, 2, 75-86. <https://doi.org/10.29259/jmbt.v15i2.6655>
- Dominique Mendoza, M., Nasution, H., & Matondang, N. (2018). Influence of Compensation, Job Characteristics and Leadership Style Through Motivation to Employee Performance. *KnE Social Sciences*, 3(10), 587-600. <https://doi.org/10.18502/kss.v3i10.3406>
- Ellyzar, N., Yunus, M., & Amri. (2017). Pengaruh Mutasi Kerja, Beban Kerja, dan Konflik Interpersonal Terhadap Stres Kerja Serta Dampaknya Pada Kinerja Pegawai BPKP Perwakilan Provinsi Aceh. *Jurnal Magister Manajemen Fakultas Ekonomi Dan Bisnis Unsyiah*, 1(1), 35-45.
- Gong, Z., Chen, Y., & Wang, Y. (2019). The Influence of Emotional Intelligence on Job Burnout and Job Performance: Mediating Effect of Psychological Capital. *Frontiers in Psychology*, 10. <https://doi.org/10.3389/fpsyg.2019.02707>
- Hotiana, N., & Febriansyah, F. (2018). Pengaruh Motivasi Dan Stres Kerja Terhadap Kinerja Pegawai. *Jurnal Riset Manajemen Dan Bisnis (JRMB) Fakultas Ekonomi UNIAT*, 3(1), 27-36. <https://doi.org/10.36226/jrmb.v3i1.84>

- Idrus, A. (2020). Pengaruh Motivasi Kerja, Pengembangan Karir dan Lingkungan Kerja Terhadap Kinerja Personil Kepolisian Resort (POLRES) Yahukimo. *The Journal of Business and Management Research*, 31(1), 1-10.
- Indrianto, A. P., Syaharudin, M., & Nurhardjo, B. (2020). Pengaruh Gaya Kepemimpinan, Motivasi dan Stres Kerja Terhadap Kinerja Pegawai Badan Pengelolaan Keuangan dan Aset Daerah Kabupaten Jember. *E-Journal Ekonomi Bisnis Dan Akuntansi*, 7(1), 48. <https://doi.org/10.19184/ejeba.v7i1.12325>
- Ismiati, N. (2020). Pengaruh Konflik Peran Ganda Dan Stres Kerja Terhadap Kinerja Polisi Wanita Di Polresta Padang. 1-11. <https://doi.org/10.31219/osf.io/yfjrb>
- Jamaludin, A. (2017). Pengaruh Gaya Kepemimpinan terhadap Kinerja Karyawan pada PT.Kaho IndahCitra Garment Jakarta. *JABE (Journal of Applied Business and Economic)*, 3(3), 161. <https://doi.org/10.30998/jabe.v3i3.1767>
- Krismi, D. O. M. (2018). Pengaruh stres kerja terhadap kinerja aparat kepolisian satuan reserse kriminal polres parepare. Universitas Kristen Satya Wacana.
- Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61, 244-258. <https://doi.org/10.1016/j.joep.2017.05.004>
- Legault, L. (2016). *Intrinsic and Extrinsic Motivation*. Springer International Publishing, November 2016. <https://doi.org/10.1007/978-3-319-28099-8>
- Makki, A., & Abid, M. (2017). Influence of Intrinsic and Extrinsic Motivation on Employee's Task Performance. *Studies in Asian Social Science*, 4(1), 38. <https://doi.org/10.5430/sass.v4n1p38>
- Mardiawan, I. M., & Mustika, I. K. (2019). Pengaruh Pelatihan Dan Gaya Kepemimpinan Terhadap Kompetensi, Komitmen Organisasi, Dan Kinerja Personel Pada Biro Sumber .... *Journal of Applied* ..., 01(1), 49-60. <http://jamms.triatmamulya.ac.id/index.php/JAMMS/article/view/6>
- Masydzulhak, P. D., Ali, P. D. H., & Anggraeni, L. D. (2016). The Influence of work Motivation and Job Satisfaction on Employee Performance and Organizational Commitment Satisfaction as an Intervening Variable in PT. Asian Isuzu Casting Center. *Journal of Research in Business and Management*, 4(10), 1-10.
- Mohammed Inuwa. (2017). Job Satisfaction and Employee Performance of Greek Banking Staff: An Empirical Investigation. *Acta Universitatis Lodziensis. Folia Oeconomica, Acta Unive*(December).
- Mubarok, E. S. (2018). The Influence of Training , Competence , and Motivation on Employees Performance of Workers Social Security Agency in Banten Province , Indonesia. *Journal of Economics and Sustainable Development*, 9(4), 129-139.
- Nawoseing'ollan, D., & Roussel, J. (2017). Influence of Leadership Styles on Employees' Performance: A Study of Turkana County, Kenya. *International Journal of Business and Social Science*, 8(7), 82-98. [www.ijbssnet.com](http://www.ijbssnet.com)
- Pawirosumarto, S., Sarjana, P. K., & Gunawan, R. (2017). The effect of work environment, leadership style, and organizational culture towards job satisfaction and its implication towards employee performance in Parador hotels and resorts, Indonesia. *International Journal of Law and Management*, 59(6), 1337-1358. <https://doi.org/10.1108/IJLMA-10-2016-0085>
- Pawirosumarto, S., Sarjana, P. K., & Muchtar, M. (2017). Factors affecting employee performance of PT.Kiyokuni Indonesia. *International Journal of Law and Management*, 59(4), 602-614. <https://doi.org/10.1108/IJLMA-03-2016-0031>
- Permatasari, H. I., & Prasetyo, A. P. (2018). Pengaruh Stress Kerja Terhadap Kepuasan Kerja Pada Pt Pikiran Rakyat Bandung. *Jurnal Manajemen Dan Bisnis (Almana)*, 12(29), 7577-7588. [https://www.uam.es/gruposinv/meva/publicaciones/jesus/capitulos\\_espanyol\\_jesus/2005\\_motivacion para el aprendizaje Perspectiva alumnos.pdf%0Ahttps://www.researchgate.net/profile/Juan\\_Aparicio7/publication/253571379\\_Los\\_estudios\\_sobre\\_el\\_cambio\\_conceptual\\_](https://www.uam.es/gruposinv/meva/publicaciones/jesus/capitulos_espanyol_jesus/2005_motivacion_para_el_aprendizaje_Perspectiva_alumnos.pdf%0Ahttps://www.researchgate.net/profile/Juan_Aparicio7/publication/253571379_Los_estudios_sobre_el_cambio_conceptual_)

- Pertiwi, D. P. Y., Putriana, L., & Derriawan. (2019). Pengaruh gaya Kepemimpinan, Budaya organisasi dan Profesionalisme Terhadap Komitmen dan Dampaknya Pada Kinerja Densus 88 AT Polri. *Jurnal Inovasi Manajemen Ekonomi Dan Akuntansi*, 1(1), 114-131.
- Purnomo, R. A. (2016). Analisis Statistik Ekonomi dan Bisnis Dengan SPSS. In Cv. Wade Group. CV. Wade Group
- Purwanto, A., Bernarto, I., Asbari, M., Mayesti Wijayanti, L., & Chi Hyun, C. (2020). Effect of Transformational and Transactional Leadership Style on Public Health Centre Performance. *Journal of Research in Business, Economics, and Education*, 2(1), 304-314. <http://e-journal.stie-kusumanegara.ac.id> <https://doi.org/10.31933/dijdbm.v1i1.88>
- Ramly, M., Alam, R., & Adress, E. (2020). Point of view research accounting and auditing leadership style, organizational culture and job satisfaction at employee performance keyword: Leadership style organizational culture job satisfaction employee performance. *Point of View Research Management*, 1(3), 9-18. <https://journal.accountingpointofview.id/index.php/povrema>
- Rizky Putri K, & Arif Partono Prasetio. (2018). Pengaruh Gaya Kepemimpinan Terhadap Stres Kerja Anggota Polri Divisi PROPAM Polda Jawa Barat. *Journal of Chemical Information and Modeling*, 2(1).
- Rony, Z. T. (2016a). Siapa Harus Pergi, Siapa Harus Tinggal (Strategi Mencegah Turnover Karyawan Gen-Y)
- Rony, Z. T. (2016b). Siapa Harus Pergi Siapa Harus Tinggal: Strategi Mencegah Turnover Intention Gen-Y (S. Kusumawati. (ed.); Issue August). Pusat Studi Sumber Daya Manusia (PSSDM).
- Rony, Z. T. (2019). Generation y challenges in becoming innovative leaders at organization in the 21st century. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 9), 789-794. <https://doi.org/10.35940/ijrte.B1164.0982S919>
- Santos Ferreira, T. (2017). Motivational factors in sales team management and their influence on individual performance. *Tourism & Management Studies*, 13(1), 60-65. <https://doi.org/10.18089/tms.2017.13108>
- Sari, O. R., & Susilo, H. (2018). Pengaruh Kepuasan Kerja Terhadap Kinerja Karyawan Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening (Studi pada Karyawan PTPN X - Unit Usaha Pabrik Gula Modjopanggoong Tulungagung) Oxy. *Jurnal Administrasi Bisnis*, 64(1), 28-35.
- Sinurat, E. (2017). pengaruh gaya kepemimpinan terhadap kepuasan kerja karyawan pada PT. Ciomas Adisatwa Palembang. *Jurnal Ilmiah Methonomi*, 3(2), 92-106.
- Sitepu, A. J. M. (2018). Pengaruh Dukungan Sosial, Stres Kerja, Dan Kepuasan Kerja Terhadap Kinerja Anggota Pada Satuan Reserse Narkoba Di Kepolisian Resor Banjarbaru. *Kindai*, 14(3), 9.
- Smith, T. D., Hughes, K., DeJoy, D. M., & Dyal, M. A. (2018). Assessment of relationships between work stress, work-family conflict, burnout and firefighter safety behavior outcomes. *Safety Science*, 103(May 2017), 287-292. <https://doi.org/10.1016/j.ssci.2017.12.005>
- Soelton, M., & Yasinta, D. (2018). Pengaruh kepemimpinan transformasional, lingkungan kerja fisik dan stres kerja terhadap kinerja pegawai pada kantor kecamatan penjarangan jakarta utara. *Jurnal Ekonomi*, 23(1), 20-32. <https://doi.org/10.24912/je.v23i1.331>
- Syukri, M., & Heryanto, H. (2019). The Influence Of Leadership Style, And Organizational Commitment, On Employee Discipline And Also Its Impact On Employee Performance Of The Dharmasraya District Community And Village Empowerment Office. *Archives of Business Research*, 7(7), 102-111.
- Trias Waliningsuci, M. Al Musadieq, D. H. (2019). Pengaruh Budaya Organisasi Dan Gaya Kepemimpinan Terhadap Kepuasan Kerja Dan Kinerja Karyawan (Studi Pada Karyawan PT. Entrepreneur Independent Bank (EIB) Indonesia Surabaya). *Ilmu Administrasi*, 13(8), 11. <https://doi.org/10.21776/ub.profit.2017.011.01.1>

- Wijaya, P. H., Widayati, C. C., & Rahmayanti, C. (2018). Pengaruh Gaya Kepemimpinan Situasional, Budaya Organisasi Dan Kompensasi Terhadap Kinerja. *Jurnal Ekonomi*, 23(3), 319. <https://doi.org/10.24912/je.v23i3.416>
- Wolor, C. W., Supriyati, Y., & Purwana, D. (2019). The effect of work stress, compensation and motivation on the performance of sales people. *International Journal of Innovation, Creativity and Change*, 9(5), 252-269
- Yousaf, A., Yang, H., & Sanders, K. (2015). Effects of intrinsic and extrinsic motivation on task and contextual performance of Pakistani professionals. *Journal of Managerial Psychology*, 30(2), 133-150. <https://doi.org/10.1108/JMP-09-2012-0277>
- Yunita, P. I., & Saputra, I. G. N. W. H. (2019). Millennial generation in accepting mutations: Impact on work stress and employee performance. *International Journal of Social Sciences and Humanities*, 3(1), 102-114. <https://doi.org/10.29332/ijssh.v3n1.268>