

THE EFFECT OF JOB STRESS AND LEADERSHIP SUPPORT ON IRING MANTEN WEDDING ORGANIZER EMPLOYEES' PERFORMANCE

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ABSTRACT

To develop competent human resources, it is crucial to provide excellent education, suitable training, and enough social facilities. This study aimed to assess the effect of job stress and leadership support on Iring Manten Wedding Organizer employees' performance. This study employed a quantitative form of methodology. The population consisted of 40 Iring Manten Wedding Organizer employees as the research sample. Based on the processed data results, the sig value of the job stress variable (X_1) is $0.003 < 0.05$. The value is $t_{count} -3,239 < t_{table} 2.024$. Then, H_2 is accepted and H_0 is rejected. It means that the job stress has a significant effect, but has no effect on employee performance. Then the sig value on the job stress variable (X_2) is $0.000 < 0.05$. The value is $t_{count} 4.214 > t_{table} 2.024$. Then, H_3 is accepted. It means that leadership support has a significant effect on employee performance.

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1. INTRODUCTION

Companies and employees are the two most significant and interdependent entities in the business world. The success of employee performance can lead to advancements for the company and will undoubtedly have an effect on the organization's survival. Successful employee performance is a manifestation of self-actualization of skills and the capacity to make ends meet. To achieve excellent human resource performance, it is necessary to provide quality education, suitable training, and social facilities. It is possible for employees to experience job stress since they are frequently confronted with diverse issues at work. Job stress must be analyzed in order to enhance employee performance. Stress is an unavoidable component of human life, thus it occurs to everyone and always. Humans are frequently stressed if they are unable to make internal and external adjustments between reality and wants.

Job stress is defined as the strain encountered by employees who are unable to complete their diverse tasks [21]. If a company disregards and disregards workplace stress, employees will feel pushed and unmotivated, leading to despair. The incapacity of employees to deal with these issues may negatively impact their performance, resulting in suboptimal job outcomes. Long-term, employees will find it impossible to endure job stress, and it will be conceivable for them to resign. The company's demands and power may cause worry and stress among its employees. Not to mention the external pressures on the minds of employees, such as the social or familial environment. Therefore, companies must have leadership capable of regulating employee performance so that job stress may be mitigated and organizational objectives can be attained.

Leadership is the process through which a leader influences subordinates to achieve goals. A leader's implications for his subordinates may have a favorable effect on their performance, or vice versa. So that interactions between leaders and subordinates need leaders to examine the features of their subordinates' personalities. This knowledge enables the leader to advise and inspire all of his subordinates. If the interaction is well-established, he will be able to maximize his performance while simultaneously satisfying. According to [20], leadership style is a set of qualities leaders use to influence subordinates in order to achieve organizational goals. Similarly, a leadership style is a pattern of behavior that is typically employed by leaders. Every leader possesses a distinctive leadership style that has its own effect on the performance of subordinates. Leader support may effect employee performance, thus leaders must delegate responsibilities in a communicative manner and have frequent meetings to address the many difficulties experienced by employees in order to influence goal attainment. It is reinforced by [19], which claims that employees will be motivated and perform in line with the leadership's expectations if leaders pay attention to what employees desire or complain about.

Leader support has a role for the extent to which leaders behave by optimizing the use of knowledge, skills, and attitudes of employees [18]. Hence, the leadership's contribution to provide support to the company's work program is needed to realize the company's goals. Employee performance that is successfully realized is strongly influenced by the support of leaders who always motivate every employee. Wedding organizer as a service that provides personal interests such as weddings, supervision of the planning and implementation of various event activities based on the schedule and funds that have been planned. In general, wedding organizers plan everything related to the wedding, such as dates for meetings with family, vendors, conducting rehearsals until the time the bride and groom have to take care of before the wedding. The Wedding Organizer has always been a place for clients to consult about weddings for choosing the venue for the ceremony or reception, makeup, wedding gowns, souvenirs, sound systems, party effects, entertainment, emcees and performers. The Wedding Organizer is very close and intersects with the client. This is what makes Wedding Organizers have fast and precise performance demands to fulfill client wishes.

Wedding Organizer Iring Manten is one of the Wedding Organizers in the Surabaya and Mojokerto areas. Iring Manten was established on January 9 2020. Even though Iring Manten is classified as a new Wedding Organizer, with 2 leaders and 40 employees, Iring Manten has successfully helped organize 123 of its clients until September 2022. With a short time and limited human resources, Iring Manten can show quality to be trusted by clients to hold weddings. Iring Manten itself has employees who are classified as young and have a millennial work system. This work system works by making the client feel like a friend or best friend so that a strong relationship is formed between the client and Iring Manten. This is evidenced by the continued holding of eating together or watching movies together with clients. Even clients offer themselves to be business partners in providing facilities to Iring Manten. Iring Manten's motto is "Accompany Your Happiness". With this motto, Iring Manten hopes to provide maximum service to accompany the happiness of the bride and groom from the wedding preparations to the completion of the reception process.

The problem that occurs with the Iring Manten Wedding Organizer is the imbalance in the number of employees with the large number of client requests to create wedding plans according to the client's expectations within the timeframe requested by the client with a large scale event. Based on the results of the documentation obtained by the author for the owner of WO Iring Manten, there was a significant decrease in clients from February 2022 to March 2022. And there was a significant increase in clients from June 2022 to July 2022. The data above also shows that in March and April 2020 there was no clients caused by Large-Scale Social Restrictions (PSBB). In 2022 there will be an increase in clients using the services of the Iring Manten Wedding Organizer because in 2022, Indonesia has entered an era of new normal life. With events being held almost every week and each event using only 9 employees, the Wedding Organizer Iring Manten employees have a workload that exceeds their capabilities. This triggers the emergence of job stress on the employees of the Iring Manten Wedding Organizer. This job stress is because employees have to really accompany the client's wedding planning until the end of the event and one employee has to carry out more than one task in one wedding event. And with only two leaders who are also the owners of the Wedding Organizer, the leaders must be smart in terms of managing their employees according to the capabilities of their employees and providing support so that employees can carry out their duties as much as possible and can avoid job stress even though at the same time there is several teams in charge of carrying out client weddings. On the basis of the description above, the researcher is interested in conducting research with the title "The Effect of Job Stress and Leadership Support on *Iring Manten* Wedding Organizer Employees' Performance"

2. LITERATURE REVIEW

Human Resource Management

According to [5], human resource management is the knowledge and art of controlling the reactions and contributions of the workforce to make them more efficient and effective so that they can assist in the achievement of the company's and the people's goals. Human resource management is a process comprised of the evaluation of what human resources require, the acquisition of specialists to meet those needs, and the optimization of the use of human resources with suitable incentives and assignments [19]. According to [5], there are numerous functions of human resource management, which are outlined below.

1. Ensuring that the total quality and workforce that is placed effectively is in line with what is required by the company according to the job description, job specification and job evaluation.
2. Ensuring the withdrawal, selection and placement of employees according to the principle of the right man in the right job

3. Ensuring welfare programs, promotion development and dismissed employees
4. Estimating the human resources supplied and demanded for the future
5. Estimating the economic conditions that usually occur and the progress of the company
6. Observing and controlling the employee law carefully and provide remuneration wisely to similar companies
7. Controlling the development of techniques and trade unions
8. Providing training education and evaluation of employee performance
9. Controlling employees who are transferred vertically or horizontally
10. Controlling employees who have been laid off and their use and severance pay

Job Stress

Job stress is a condition caused by the inconsistency of environmental expectations and the uniqueness of each organisation in relation while following up; it can occur in any work situations [22]. Then, according to [4], job stress is an internal and external state that can produce stressful situations and symptoms that are experienced by everyone under pressure. Then, according to [9], job stress is a sensation of uneasiness that employees have when doing their duties. According to [9], the following are signs of job stressors:

1. **Workload**
Workload is the amount of work that a corporation shoulders and transfers to its employees. Typically, an employee's ideas or pressure will be negatively affected by an excessive workload in a short amount of time. The greater the burden, the greater the job challenges faced by employees.
2. **Working time**
Whether a job is excellent or terrible depends on how long it takes to complete. The optimal completion time for a given workload will also yield positive results. If the amount of work is not proportional to the amount of time allotted, it will cause stress at work and have an effect on career advancement within the organization.
3. **Feedback**
Employees will feel valued if they receive feedback on the task they have completed based on their expectations. Typically, this is a kind of gratitude from the firm for the outcomes of the employee's job, but on sometimes, the corporation provides no feedback at all, producing concern among the employees. Feedback can also take the shape of assessment in the form of input or criticism, so that employees are aware of the direction in which they should work.
4. **Responsibility**
When work is assigned the obligation to bear the danger, he will receive a type of consequence, namely the job's cause and effect. The kind of accountability carried out by employees is unquestionably in the form of the timeliness and quality of work done, causing employees to experience work-related stress due to apprehension over his capacity to develop this obligation.

Leadership Support

[18] defines leadership support as the highest praise or appreciation offered by the leadership to its employee who successfully increase their performance and productivity. Leaders may also provide their employees who are having difficulty finishing their task with assistance such as empathy and inspiration. Leader support may also be defined as the amount to which leaders optimize employees' utilization of their knowledge, abilities, and attitudes. From the above explanation, it can be inferred that leadership support can take the form of admiration for the outcomes of employee performance, empathy for employees' concerns while doing their duties, and the optimization of all employees based on the skills of their employees. Following are many signs of leadership support described by [14].

1. Contributing to the real action of the leadership who participates with members of other companies
2. The motivator as the leader in the organization in the organization who wants to motivate his subordinates to be able to achieve targets.
3. Reward as an appreciation that is handed over to members when they are able to achieve targets that have been according to plan or have exceeded the planned target

Employee Performance

According to [1], performance is the result of work accomplished by employees in groups or individually in a company in accordance with the tasks and responsibilities assigned by the company to realize the vision, mission, and goals of the company through problem-solving skills that are in accordance

with a predetermined duration, and are not illegal. Then, according to [3], performance is the output of a process that relates to and is estimated for a specific period of time in accordance with accepted requirements or agreements. Then, according to [6], performance is the outcome and work behavior that has been attained in the completed and accountable activities carried out over a certain time period.

Indicators that can be used to measure employee performance and are discussed in more detail [1], are as follows:

1. Work results
 - a) *Work amount* is how long employees work in one day. This work amount is reflected in the labor output of each individual employee.
 - b) *Work quality* is how well employees do what they should do.
 - c) *Efficiency in carrying out tasks job efficiency* refers to how effectively an employee is able to carry out the tasks assigned to him.
2. Work behavior
 - a) Work discipline awareness, willingness and willingness to work to meet and comply with all applicable rules and standards.
 - b) Starting to do something or work without being told in advance what to do.
3. Personal characteristics
 - a) Honesty Honest attitude to tell the truth does not mean lying or saying things that contradict events (facts).
 - b) Current easy relationships with two or more people, characterized by adaptability and the process of forming people to learn, adapt, live and think, participate and function in groups.

3. METHOD

The method applied in this research is a quantitative method. The population used was 40 employees at the Iring Manten Wedding Organizer and a sample of 40 of these employees. This is because the author uses a sampling technique in the form of saturated sampling in accordance with [17] theory which states that if all members of the population are below 100 then the whole sample will be used because the population is relatively small. The data analysis technique used is multiple linear regression analysis. Before analyzing the data, a prerequisite test was carried out with 3 tests, namely the normality test, multicollinearity test, heteroscedasticity test and autocorrelation test. Besides that, it is continued by carrying out hypothesis testing starting from the simultaneous test (F test) and partial test (T test).

4. RESULT AND DISCUSSION

A. Respondent Description

Respondents based on gender were 18 men with a percentage of 45% and 22 women with a percentage of 55% as respondents in the study who were employees of the Iring Manten Wedding Organizer in September 2022. Respondents by age there were 4 employees aged 19 years with a percentage 10% 10 employees aged 20 years with a percentage of 25%, 10 employees aged 21 years with a percentage of 25%, 8 employees aged 22 years with a percentage of 20%, 1 person aged 23 with a percentage of 2.5%, 2 employees aged 24 years with a percentage 5%, 4 employees aged 25 years with a percentage of 10%, and 1 employee aged 26 years with a percentage of 2.5%.

B. Variable Description

Description of the job stress variable, based on the results of distributing questionnaires to all employees of the Iring Manten Wedding Organizer in September 2020, there were 57 answers or responses that strongly disagreed. There are answers or responses that do not agree with a total of 93 answers. There are 70 neutral answers or responses. There are 27 answers or responses that agree, and there are 5 answers or responses that strongly agree. Based on the results of the description of the job stress variable, it is dominated by answers or responses that do not agree.

Description of employee performance variables, there are answers or responses that strongly disagree in the amount of 1 answer. There are answers or responses that do not agree in the amount of 2 answers. There are 47 neutral answers or responses. There are 105 answers or responses agree, and there are 53 answers or responses strongly agree. So that from the results of the description of employee performance variables are dominated by answers or responses that agree.

C. Classical Assumption Test

1. Normality Test

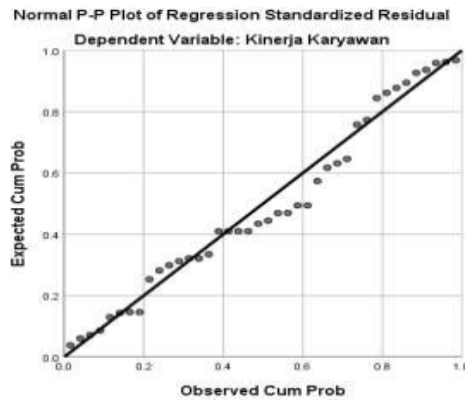


Figure 1. Normal Probability Graph

In the normal probability graph above it can be observed that the distribution of the data occurs normally because the data distribution appears at points that follow the diagonal line. Then another test to emphasize that the data is normal is to apply the Kolmogorov Smirnov one sample test. If the data is normally distributed, it has the required criteria, namely the Asymp value. Sig > 0.05.

Table 1. Kolmogorov Smirnov One-Sample Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.72860690
Most Extreme Differences	Absolute	.131
	Positive	.131
	Negative	-.076
Test Statistic		.131
Asymp. Sig. (2-tailed)		.081 ^{c,d}

Based on the table above, the sample is N = 40, the Kolmogorov-Smirnov value is 0.131 and Asymp. Sig. (2-tailed) of 0.081. These results indicate that the regression model used is normally distributed because the sig value of 0.081 is more than 0.05.

2. Multicollinearity Test

Table 2. Multicollinearity Test

Variable	Tolerance	VIF	Conclusion
Job Stress	0,769	1,300	There is no multicollinearity
Leadership Support	0,769	1,300	There is no multicollinearity

Based on the above, it appears that the results of tolerance and VIF (Variance Inflation Factor) from job stress variables (X1) are 0.769 and 1.300 and leadership support variables (X2) are 0.769 and 1.300. From these values it can be concluded that there is no multicollinearity because the VIF (Variance Inflation Factor) value is < 10.

3. Heteroscedasticity Test

Table 3. Heteroscedasticity Test

Variable	Sig	Conclusion
Job Stress	0,585	Heteroscedasticity Free
Leadership Support	0,076	Heteroscedasticity Free

Based on the above results, it can be seen that the sig value of the job stress variable (X1) is 0.0585 and the sig value of leadership support variable (X2) is 0.076. Each independent variable has a sig value > 0.05. So, the conclusion is that the research is free from heteroscedasticity in the regression model.

4. Autocorrelation Test

Table 4. Autocorrelation Test

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	
1	.770 ^a	.592	.570	1.775	2.374	

a. Predictors: (Constant), Dukungan Pimpinan, Stres Kerja

b. Dependent Variable: Employee performance

Based on the table above, the DW value is 2.374. The DL value is 1.3908 and DU is 1.6000 which is obtained by observing the Durbin Watson table at sig 0.05 with the number of data (n) of 40 and the number of variables (k) of 2. This means $DW > DU$ ($2.374 > 1.6000$) so that in this study a positive autocorrelation was detected.

D. Multiple Regression Analysis

Multiple linear regression analysis is useful for revealing how much influence the ups and downs of the dependent variable have on two or more independent variables. This study applies multiple linear regression analysis to estimate how much influence job stress (X1), leadership support (X2), has on employee performance (Y). This multiple linear regression analysis uses the SPSS 25 analysis tool, with the following results:

Table 5. Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
		1	(Constant)	3.563		
	Job Stress	.258	.081	.367	3.181	.003
	Leadership Support	.158	.070	.308	2.264	.028

a. Dependent Variable : Employee Performance

Source: Processed by researchers, 2022

From the table above, the regression equation $Y = 13.362 + (-0.267) X1 + 0.889 X2$ is obtained. The constant value (a) in this regression is 13.363. It can be interpreted that if the value of the job stress and leadership support variables is zero, then the employee performance variable has a value of 13.362. The regression coefficient value of the job stress variable (X1) is negative (-0.267). This means that if the job stress variable increases by 1 unit, then the employee performance variable decreases by (-0.267) units assuming the other independent variables are constant. The regression coefficient value of the leadership support variable (X2) has a positive value of 0.889. This means that for every increase in leadership support (X2) by 1 unit, employee performance (Y) will increase by 0.889 units assuming the other independent variables are constant.

E. Hypothesis Testing

1. F Test

The F test in this research is to review how the influence of job stress free variables (X1), leadership support (X2), simultaneously or simultaneously on employee performance (Y). The sig level of 0.05 was used in this study. The F test obtained the following results:

Table 6. F Test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	169.240	2	84.620	26.867	.000 ^b
	Residual	116.535	37	3.150		
	Total	285.775	39			

- a. Dependent Variable: Employee Performance
- b. Predictors: (Constant), Leadership Support, Job Stress

Based on Table 6, it can be seen that the calculated F is 26.867 and has a significant value of 0.000. F count of 26.867 > F table 4.098 with a sig 0.000 level < 0.05. According to the results of the table above and the statement, it can be interpreted that the variables of job stress (X1) and leadership support (X2) have a simultaneous and significant influence on employee performance (Y).

2. T Test

The t test in research is also known as the partial test. Where the t test is applied to review the effect of each independent variable, namely job stress (X1) and leadership support (X2) individually or partially on employee performance (Y). If the sig probability of the t-test is < sig 0.05, then the independent variable partially has a sig effect on the dependent variable. The results of the t test are as follows:

Table 7. T Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	13.563	3.176		4.208	.000
	Job Stress	-.267	.082	-.388	-3.239	.003
	Leadership Support	.889	.211	.504	4.214	.000

- a. Dependent Variable: Employee Performance

Based on the results of processed data, the sig value of the job stress variable (X1) is 0.003 < 0.05. The t count value is -3.239 < t table 2.024. Then H2 is accepted and Ho is rejected, meaning that job stress has a significant effect but has no effect on employee performance. Then the sig value of the job stress variable (X2) is 0.000 < 0.05. Value of t count 4.214 > t table 2.024. Then H3 is accepted, meaning that leadership support has a significant effect on employee performance.

A. Discussion

According to [18], "leadership support is the highest recognition or award given to employees who have increased their performance and productivity." Managers can also give leadership support, like as empathy and encouragement, to employees who are struggling to do their duties. Management support may also be seen as management action that maximizes the application of employee knowledge, abilities, and attitudes. When employees are supported by management, they execute their work accurately and ideally, and this has a positive effect on employee performance. The notion that job stress and management support effect the performance of Iring Manten Wedding Organizer employees concurrently. Based on the findings of this study, it can be concluded that the effect on the performance of Iring Manten Wedding Organizer employees is proportional to the employee's workload and the amount of advice provided.

Furthermore, [12] found that fluctuating job stress has a significant impact on employee performance, however research conducted has found that job stress has a small impact on employee performance. This is because Iring Manten Wedding Organizer employees feel there is no excessive workload as Iring Manten Wedding Organizer employees and there is no job stress for Iring Manten Wedding Organizer employees. Based on the survey results of the job stress variable, most of the Iring Manten Wedding Organizer employees disagree with the job stress variable indicator, meaning that job stress has little effect on the performance of Iring Manten employees. Weddings have an organizer.

Then, [2] discovered that leadership support significantly affects employee performance. The findings of this study are also consistent with [17]. The greatest praise or prize given by management to employees who have successfully increased performance and productivity is management support. The assistance provided by managers to their employee improves and maximizes employee performance. The majority of Iring Manten Wedding Organizer employees agreed with the variable indication of leadership support, showing that leadership support impacted the performance of Iring Manten Wedding Organizer employees.

5. CONCLUSION

Iring Manten Wedding Organizer concludes, based on the findings of the F test, that job stress (X1) and leadership support (X2) have a simultaneous effect on employee performance (Y). The findings of the t test indicate that job stress (X1) has a partly negative influence on employee performance (Y). It demonstrates that job stress has little influence on Iring Manten Wedding Organizer employees' performance. The findings of the t test indicate that leadership support (X2) has a partial effect on employee performance (Y). So that it can be seen that leadership support is a factor that must be considered by the Iring Manten Wedding Organizer's leadership in order to boost the performance of its employees. Elements of leadership support must always be studied and improved by the Iring Manten Wedding Organizer so that employee performance may rise and have a positive influence on the Iring Manten Wedding Organizer. The Wedding Organizer leader must also provide a forum for employees to express their workplace problems. If the leadership ignores the feelings of employees, resulting in high levels of job anxiety, the Wedding Organizer Iring Manten will suffer.

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