

The Influence of Leadership and Work Stress on Employee Performance at The Bandung City Regional Revenue Agency

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Abstract

Bandung City Revenue management agency is an agency engaged in city revenue and taxation, this agency is used as the object of this research, This research seeks to improve employee performance to be even better, with the factors used are leadership and stress work is also a variable in this study. The research method used is a descriptive and verificative method. The population used was employees of the Bandung Regional Revenue Agency which amounted to 37 people, the research sample used was 32 people. The analysis method uses multiple regression and hypothesis testing. The results of the study were obtained as a member of the Regional Revenue Agency of the city of Bandung with a fairly effective leadership with the highest level influenced by the factor of responsibility and the provision of guidance while the lowest is good relations to subordinates and the provision of freedom of opinion. The Regional Revenue Agency of Bandung city has a fairly good level of work stress, with the highest level of work stress being with the role demand factor and organizational leadership, while the lowest is the factor of task demands and demands between individuals. Employee performance is significantly influenced by leadership and work stress. Work stress is more domonan whereas leadership is lower. The highest factor in work stress is the demands of the role and leadership of the organization where both factors have a fairly high influence on stres levels employee work, while in leadership there is a lack of relationship between superiors and subordinates this affects employee performance and also freedom of opinion makes decreased employee performance, this affects the suitability

Keywords: Leadership; Job Stress; Regional Revenue Agency.

1. Introduction

In the progress and development that occurs at this time, of course, it affects the competition of organizations that are increasingly tight, this can be a challenge for a company that has been running or a company that is just about to start and also even agencies are affected by the existing progress. The existence of an organization is certainly closely related to Human Resources (HR) which is a very important part of an organization and also HR is a major movement in an organization. An organization is a collection of people who carry out activities to achieve a common goal, where the success of an organization depends on the quality and culture within the organization itself. (Adityawarman et al., 2015)

Human resources are the most important asset for an organization, because with a good quality of Human Resources will help the organization to solve problems that exist within the organization and outside the organization. The quality of good human resources can be seen from the habits or traits of a person in the organization, because with good quality Human Resources it will make it easier for an organization to achieve goals and complete a problem that exists. (Anwari et al., 2016).

Good Human Resource Performance will increase the productivity of an organization so that it can compete in the progress that exists at this time, an organization must be able to develop the organization itself in order to have an advantage in the existing competition. Therefore, human resources are part of the factor-factors that require more attention because human resources must be able to carry out work and follow the regulations in an organization, therefore employees must be able to compete and develop in order to achieve company goals. because the goals of an organization will not be achieved if they are not supported by good quality employees.

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In order to achieve good employee performance, an organization must pay attention to several things such as work facilities, organizational regulations, receiving employee input, creating good communication, creating a good organizational culture, and improving discipline. Employee performance is the result of a person's work in quality and in quantity that has been achieved by employees in carrying out duties according to the responsibilities given (A. P. Mangkunegara & Agustine, 2016).

According to (Hidayat, 2015) Leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. while according to Tampubulon (Wiratama et al., 2019) Leadership Style is behavior and strategy as a result of a combination of philosophies, skills, traits, attitudes that a leader often applies when he tries to influence the performance of his subordinates. Therefore, it is very necessary to have an effective leadership method in order to create work comfort so that it can improve employee performance.

According to King (Asih et al., 2018) "Work stress is a condition of tension that creates physical and psychic imbalances, which affect the emotions, thought processes, and conditions of an employee. Job Stress is a work-related stress experience". while according to (A. A. P. Mangkunegara, 2017)"Work stress is the feeling of pressure experienced by employees in facing work. Therefore, this is also important in improving employee performance, work stress can occur due to several factors including that it can occur due to an ineffective leadership style so that it can reduce employee performance.

One of the agencies that pays attention to employee performance is the Bandung City Revenue Management Agency which was formed in 1971, which is located on Jl. Wastukencana No.2, Tamansari, Sumur Bandung District, Bandung City, West Java 40117. Bandung City Revenue management agency is an agency engaged in revenue and taxation, this agency is used as the object of this research, this research seeks to improve employee performance so that it is caused by several factors such as leadership and work stress which are variables. In this study, problems of a negative nature that can cause a negative impact on the company as well. The leadership style at the Regional Revenue Agency in Bandung City lacks deliberation between superiors and employees, as well as the lack of employee participation in making decisions so as to reduce employee performance, and also the influence of a fairly high workload makes people feel high enough work stress to make employees decrease. The purpose of this study is to find out the influence of leadership on employee performance in the Bandung City Regional Revenue Agency, to find out the effect of work stress on the performance of employees of the Bandung City Regional Revenue Agency and to find out the influence between leadership and work stress on employee performance at the Bandung City Regional Revenue Agency. The previous research obtained from previous research journals is as follows:

Table 1. Previous Research

Research and Sources	Research Sources	Research Source Title	Result
(Fonkeng, 2018)	<i>Effects of jobs-stress on employee performance in an enterprise Thesis CENTRIA UNIVERSITY OF APPLIED SCIENCES Business Management April 2018</i>	Work stress affects employees	Similarities: 1. Same independent variable Differences: 1. Object of study
(Jehangir et al., 2011)	<i>Effects of job stress on job performance & job Satisfaction Interdisciplinary journal of contemporary research in business copy institute of interdisciplinary business research 454 november 2015</i>	Work stress and performance affect employee job satisfaction	Similarities: 1. Same independent variable Differences: 1. Not using satisfaction variables The object of study
(Moaz Nagib, 2016)	<i>The impact of job stress on job performance: a case study on academic staff at dhofar university IJER © Serials Publications 13(1), 2016: 21-33 ISSN: 0972-938</i>	Work stress affects kinjera in Dhofar University employees	Similarities: 1. Same independent variable Differences: 1. Satisfaction variables The object of study

(Arianty, 2018)	<i>The influence of leadership on employee performance (study of PT Masuma Argo Indonesia)</i>	leadership on performance	The reliability value is adequate because it is close to 1 (≥ 0.05)
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2. Methods

This research uses descriptive research, which is a study that explains solving problems that exist today based on data, by presenting, analyzing and interpreting them. Meanwhile, the verifiable method according to (Priadana & Sunarsi, 2021) can be interpreted as research carried out on certain populations or samples with the aim of testing predetermined hypotheses. The variables used by researchers in this study were leadership and work stress on employee performance. This validity test was carried out to 32 employees of the Bandung Regional Revenue Agency. The validity test in this study uses the product moment correlation formula proposed by Pearson (Arikunto, 2013) as follows:

The method used is to compare the value of the correlation value or calculated r of the research variable with the value of the table r . Testing the validity and reliability in this study using the help of SPSS (Statistic Package and Social Science) Software 25 for Windows. The effect of this research is the Influence of Leadership and Work Stress on the Performance of Employees of the Bandung City Regional Revenue Agency. Research place in Bandung Jl. Wastukencana No.2, Tamansari, Kec. Sumur Bandung, Bandung City, West Java 40117.

3. Result and Discussions

The research was conducted at the Regional Revenue Agency Kota Bandung, the purpose of the results of this study was to determine the influence of leadership and work stress on employee performance, in this study the questionnaire was divided into three variables, namely leadership, work stress, and employee performance.

3.1. Validity and Reliability Analysis

The validity test is carried out by correlating each statement with the number of scores of each variable. Variability is defined as the extent of the accuracy and accuracy of a measuring instrument in performing its function. therefore, the authors tested the level of validity of the questionnaires distributed to the respondents. the results of the validity test are used with the help of the SPSS25 program, each of the variables is as follows:

Table 2. Leadership Validity Test Results (X1)

Statement	r count	r Table	information
There is good communication between pinpinan and subordinates.	.601	0.3494	Valid
There is good cooperation between leaders and employees.	.594	0.3494	Valid
Leaders always set an exemplary example to employees	.657	0.3494	Valid
Leaders can delegate authority well.	.623	0.3494	Valid
The chairman can be responsible for the authority issued.	.441	0.3494	Valid
There is guidance given by the leadership to subordinates.	.488	0.3494	Valid
There is always a command from the leadership to the subordinates	.476	0.3494	Valid
Employees are given freedom of expression.	.556	0.3494	Valid
There is deliberation between the leadership and subordinates in making organizational decisions.	.355	0.3494	Valid

Table 3. Work Stress Validity Test Results (X2)

Statement	r count	r Table	information
The workload provided is not too high.	.385	0.3494	Valid
The tasks assigned are in accordance with the abilities of employees.	.384	0.3494	Valid
Can be a role model for other employees	.419	0.3494	Valid
Can set a good example with other employees	.413	0.3494	Valid
Employees accept each other	.604	0.3494	Valid
Employees respect each other	.426	0.3494	Valid
Employees support each other	.355	0.3494	Valid
Employees can cooperate with each other	.458	0.3494	Valid
Tasks assigned according to the abilities of employees	.406	0.3494	Valid

Table 4. Employee Performance Validity Test Results (Y)

Statement	r count	r Table	information
Employees can work effectively and on time.	.544	0.3494	Valid
Employees can complete tasks properly and correctly.	.496	0.3494	Valid
Employees can make good use of working time	.523	0.3494	Valid
Employees never miss work.	.514	0.3494	Valid
Employees are always present on time.	.538	0.3494	Valid
Employees never skip work.	.466	0.3494	Valid
Employees can cooperate well.	.480	0.3494	Valid
Employees help each other.	.463	0.3494	Valid
Employees work with passion.	.691	0.3494	Valid

Based on the results of the validity test, it shows that the correlation value of each statement item with the total score obtained is greater than 0.3494 so that it can be explained that the statement item used is valid and can be used in subsequent data analysis. The results of the validity test can be interpreted to mean that the respondent's statement can be said to be valid, there is no error or confusion.

In reliability testing using SPSS, the steps taken are the same as the validity testing steps. Because the output of both simultaneously appears. The reliability of a variable construct is said to be good if it has a Cronbach's Alpha value of > 0.60 (Henry, 2004). The following are the results of the reliability test using the SPSS program.

Table 5. Reliability Test

Variable	Cronbach's alpha	Critical limits	Information
X1 Leadership	0.827	0.70	Reliable
X2 Work stress	0.748	0.70	Reliable
Y Employee performance	0.820	0.70	Reliable

Based on the results of reliability tests conducted on all items in this study, it is shown that all research items can be said to be reliable because the value of Cronbach's Alpha > reliability coefficient is 0.70, namely 0.827, 0.748, and 0.820, thus it can be said that all reliable statement items mean that the statements given are reliable and easy to understand by respondents.

Table 6. Responses Regarding Leadership Variables

QUESTION	SS	S	CS	TS	STS	Sum	Average	Ket
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The existence of good communication between pinpinan and subordinates	7	14	11	0	0	124	3,8	Good
The existence of good cooperation between leaders and employees	8	16	7	1	0	127	3,9	Good
Leaders always set an exemplary example to employees	10	13	9	0	0	129	3,4	Good
Leaders can delegate authority well	8	15	8	1	0	126	3,9	Good
The chairman can be responsible for the authority issued	11	12	9	0	0	130	4,0	Good
The existence of guidance given by the leadership to subordinates	11	14	6	1	0	131	4,0	Good
There is always a command from the leadership to the subordinates	10	15	5	2	0	129	4,0	Good
Employees are given freedom of expression	7	13	12	0	0	123	3,8	Good
There is deliberation between the leadership and subordinates in making organizational decisions	6	16	10	0	0	124	3,8	Good
Sum	78	128	77	5	0	1143	34,6	
Total	390	512	231	10	0	1143	3,8	
Percentage	34%	45%	20%	1%	0%	100		

Based on the table above, it can be seen a recapitulation of respondents' responses regarding leadership which has an average value of 3.8 which is at intervals of 3.40 - 4.19. From this analysis, it can be concluded that the leadership in the Regional Revenue Agency of Bandung city is quite high and meets the elements of leadership theory.

Table 7. Responses Regarding Work Stress Variables

QUESTION	SS	S	CS	TS	STS	Sum	Average	Ket
The workload provided is not too high.	20	10	2	1	0	148	4,6	Excellent
The tasks assigned are in accordance with the abilities of employees.	19	9	3	1	0	142	4,4	Excellent
Can be a role model for other employees.	18	11	3	0	0	143	4,4	Excellent
Can set a good example with other employees.	14	12	5	1	0	135	4,2	Excellent
Employees accept each other.	16	12	4	0	0	140	4,3	Excellent
Employees respect each other.	20	7	4	2	0	144	4,5	Excellent
Employees support each other.	14	13	4	1	0	136	4,2	Excellent
Employees can cooperate with each other.	14	14	4	0	0	138	4,3	Excellent
The tasks assigned are in accordance with the abilities of the employees.	14	13	5	0	0	137	4,2	Excellent
Sum	149	101	34	6	0	1263	39,1	
Total	745	404	102	12	0	1263	4,3	
Percentage	59%	32%	8%	1%	0%	100		

Based on the table above, it can be seen a recapitulation of respondents' responses regarding work stress which has an average value of 4.3 which is at intervals of 4.20 – 5.00. From the analysis carried out, it can be concluded that the work stress at the Bandung Regional Revenue Agency is quite good and meets the elements of work stress theory.

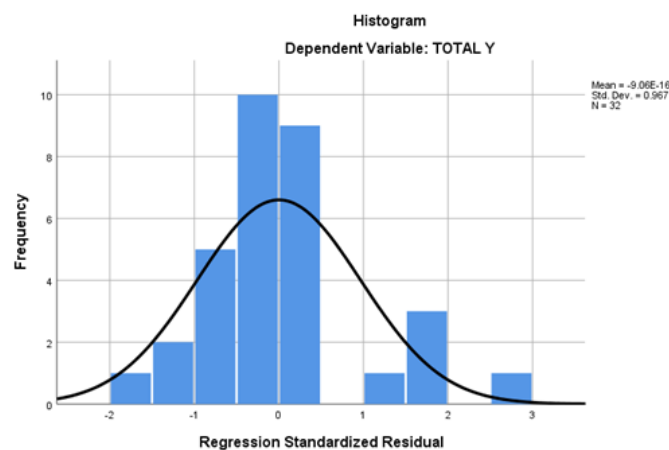
Table 8. Responses Regarding Employee Performance Variables (Y)

QUESTION	SS	S	CS	TS	STS	Sum	Average	Ket
Employees can work effectively and on time.	22	8	1	1	0	147	4,6	Excellent
Employees can complete tasks properly and correctly.	22	6	3	1	0	145	4,5	Excellent
Employees can make good use of working time	20	9	3	0	0	145	4,5	Excellent
Employees never miss work.	14	13	4	1	0	136	4,25	Excellent
Employees are always present on time.	16	13	3	0	0	141	4,4	Excellent
Employees never skip work.	21	6	4	1	0	143	4,4	Excellent
Employees can cooperate well.	15	11	5	1	0	136	4,2	Excellent
Employees help each other.	14	14	4	0	0	138	4,3	Excellent
Employees work with passion.	15	11	6	0	0	137	4,2	Excellent
Sum	159	91	33	5	0	1268	39,35	
Total	795	364	99	10	0	1268	4,37	
Percentage	63%	28%	8%	1%	0%	100		

Based on the table above, it can be seen a recapitulation of respondents' responses regarding the performance of employees who have an average value of 4.3 which is at an interval of 4.20 – 5.00. From this analysis, it can be concluded that the performance of employees at the Regional Revenue Agency of the city of Bandung is quite high and meets the elements of performance theory.

3.2. Normality Test

According to Ghazali (2016) The normality test aims to test whether in regression models, disruptive or residual variables have a normal distribution. As it is known that the t and F tests assume that the residual values follow the normal distribution. If this assumption is violated then the statistical test becomes invalid for a small sample count.

**Figure 1.** Histogram Output

Based on the histogram display, it can be seen that the dependent curve and regression standardized residual form a bell-like image. Therefore, based on the normality test, the data is normally distributed even though there is a slight slope and is suitable for use in data processing with other statistical methods.

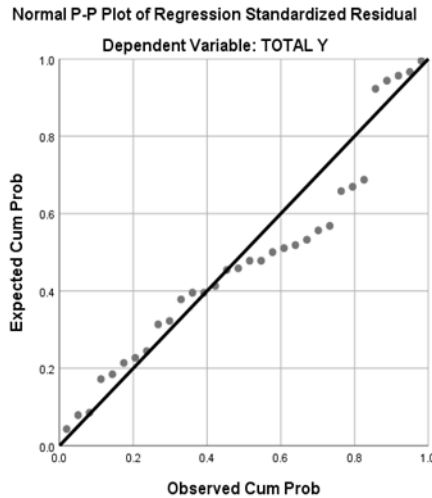


Figure 2. Normal P-Plot Regression Standardized

Based on the Normal P-Plot Regression Standardized display, it can be seen that the points spread around the diagonal line. Therefore, based on the normality test, the data is normally distributed even though there are a few plots that deviate from the diagonal line and are suitable for use in processing data with other statistical methods.

3.3. *Multicollinearity Test*

Table 9. Multicollinearity Test

		Coefficients ^a				Collinearity Statistics		
Model		Unstandardized Coefficients		Standardized Coefficients	t	Itself.	Tolerance	BRIGHT
		B	Std. Error	Beta				
1	(Constant)	-7.196	2.403		-2.995	.006		
	TOTAL X1	.119	.040	.125	2.948	.006	.998	1.002
	TOTAL X2	1.083	.047	.971	22.929	.000	.998	1.002

a. Dependent Variable: TOTAL Y

Based on the Coefficients table, it can be seen that the Tolerance (TOL) value of the leadership and Work Stress variables is 0.998 while the Variance Inflation Factor (VIF) value is 1.002. In this case the TOL and VIF values are the same for variables because the model consists of only two free variables. So with the TOL and VIF values of < 10, it can be concluded that in the regression model formed there are no symptoms of multicollinearity

3.4. *Heteroskedasticity Test*

Based on the display on the scatterplot, it can be seen that the plot spreads randomly above or below zero on the axis of the Regression Studentized Residual, it can be said that in the formed model there is no heteroskedasticity problem.

Based on the display in the Scatterplot image, it can be seen that the dots are spread and not close together, and the data used for symptoms of heteroskedasticity occurs.

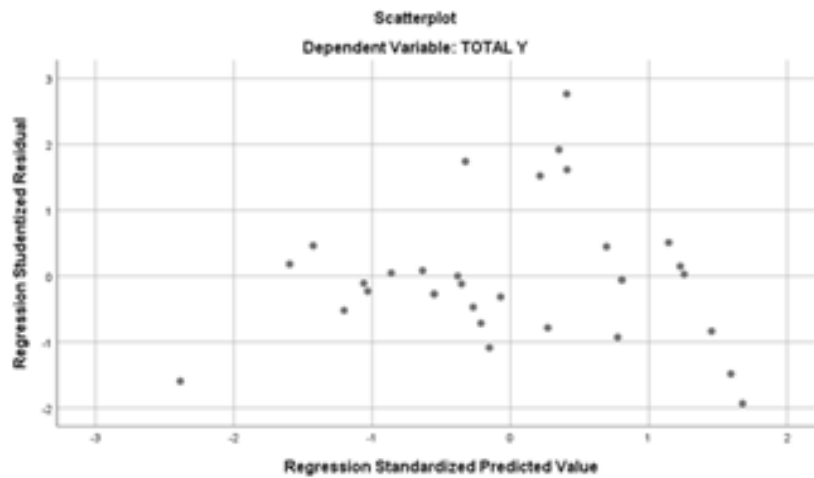


Figure 3. Scatterplot output

3.5. Descriptive Analysis

Table 10. Descriptive Analysis Table

Descriptive Statistics			
	Mean	Std. Deviation	N
TOTAL AND	39.63	4.376	32
TOTAL X1	35.72	4.588	32
TOTAL X2	39.31	3.922	32

Average Y of 39.63 with a standard deviation of 4.376

X1 averages 35.72 with a standard deviation of 4,588.

The average of X2 is 39.34 with a standard deviation of 4,194.

3.6. Regression Equation or Regression Model

Table 11. Table of Coefficients

Model	Coefficients ^a				Collinearity Statistics			
	Unstandardized Coefficients		Standardized Coefficients		t	Itself.	Tolerance	BRIGHT
	B	Std. Error	Beta					
(Constant)	-7.196	2.403			-2.995	.006		
TOTAL X1	.119	.040	.125		2.948	.006	.998	1.002
TOTAL X2	1.083	.047	.971		22.929	.000	.998	1.002

a. Dependent Variabel: TOTAL Y

Based on the Coefficients Table, it can be considered that the unstandardized coefficients column B, to compile the following multiple linear regression equations:

$$CD = -7.196 + 0,119 X1 + 1,083 X2$$

where:

Y = Performance

X1 = leadership

X2 = working strees

The regression coefficient for X1 is 0.119. The regression coefficient is positive, meaning that when X1 rises, Y will also increase.

The regression coefficient for X2 is 1.083. The regression coefficient is positive, meaning that when X1 rises, Y will also increase

3.7. Correlation Coefficient Analysis

Table 12. Correlations Table

		Correlations		
		TOTAL AND	TOTAL X1	TOTAL X2
Pearson Correlation	TOTAL AND	1.000	.086	.966
	TOTAL X1	.086	1.000	-.040
	TOTAL X2	.966	-.040	1.000
Sig. (1-tailed)	TOTAL AND	.	.320	.000
	TOTAL X1	.320	.	.414
	TOTAL X2	.000	.414	.
N	TOTAL AND	32	32	32
	TOTAL X1	32	32	32
	TOTAL X2	32	32	32

The correlation coefficient between the variables Y and X1 is 0.086. This shows a very strong relationship, with a positive relationship direction. The greater X1, the greater the Y. The correlation coefficient between the variables Y and X2 is 0.966 which indicates a very strong relationship, with a positive direction of relationship. The larger X2, the more Y increases.

3.8. Partial Hypothesis Test (f Test)

$H_0: r_{yx_1x_2} = 0$, meaning that the leadership and work stress model simultaneously has no impact on the performance of employees of the Bandung City Regional Revenue Agency.

$H_a: r_{yx_1x_2} \neq 0$, meaning that leadership and motivation simultaneously have an influence on the performance of employees of the Bandung City Regional Revenue Agency.

Table 13. Anova Table

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Itsself.
Regression	562.703	2	281.352	264.936	.000 ^b
Residual	30.797	29	1.062		
Total	593.500	31			

a. Dependent Variabel: TOTAL Y
b. Predictors: (Constant), TOTAL X2, TOTAL X1

Based on the output results above, it can be known as 264,936 with F_{hitung} a p-value (sig) of 0.000, with $\alpha=0.05$ and with freedom $df_1=K-1$ or $(3-1=2)$, then the values $df_1=2$ and $df_2=n-k$ or $(32-3=29)$, then the value $df_2=29$, and can be known from 3.33 F_{tabel} the result is $F_{hitung} > F_{tabel}$ ($264,936 > 3.33$) then H_0 is rejected and H_a is accepted, meaning that there is an influence of Leadership (X1), Work Stress (X2), on employee performance (Y). The result obtained by the F test using SPSS 26 was H_0 rejected because the result was $F_{hitung} > F_{tabel}$ ($264,936 > 3.33$). So it can be concluded that the influence of Leadership (X1) and Work Stress (X2) simultaneously (together) has a significant influence on employee performance (Y) at the Bandung Regional Revenue Agency.

3.9. Partial Hypothesis Test (*t*-test)

Ho: $ryx_1 = 0$, meaning that leadership partially has no influence on the Work Of Employees of the Bandung City Regional Revenue Agency

Ha: $ryx_1 \neq 0$, meaning that leadership partially has an influence on the Employee Performance of the Bandung City Regional Revenue Agency .

Ho: $ryx_2 = 0$, meaning that partial work stress has no effect on the performance of employees of the Bandung City Regional Revenue Agency

Ha: $ryx_2 \neq 0$, meaning that work stress partially has an influence on the performance of the Bandung City Regional Revenue Agency

The significant rate used in this study was 5%, with the degree of freedom $df = n-1$, to determine as a Boundary area of acceptance and rejection of Ho. With a significant level of 5% is considered sufficient to represent the relationship between the variables studied and the significant level commonly used in a study. Calculating the t_{tabel} area ofrectification or rejection of a hypothesis by t_{hitung} comparing t_{tabel} according to the provisions:

- If $t_{tabel} < t_{hitung}$, then Ho is accepted and Ha is rejected.
- If $t_{tabel} \geq t_{hitung}$, then Ho is rejected and Ha is accepted.

Table 14. Table of Coefficients

Model	Coefficients ^a					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		Tolerance	BRIGH T	
	B	Std. Error	Beta	t			Itself.
(Constant)	-7.196	2.403		-2.995	.006		
TOTAL X1	.119	.040	.125	2.948	.006	.998	1.002
TOTAL X2	1.083	.047	.971	22.929	.000	.998	1.002

a. Dependent Variabel: TOTAL Y

To calculate the value of t_{tabel} , the significant level used in this study is 5% or significant level (alpha) = 0.05 with drajat freedom $df = n-k$, then $df = 30-3 = 29$, and in table t the value of 29 is 1.6991.3.

Leadership (X1)

Known t_{hitung} , at 2,948 and t_{tabel} , 1,69913. Due to a value t_{hitung} , greater than t_{tabel} , (2.948 > 1.69913) then Ho was rejected and Ha was accepted. then the leadership partially has a significant positive effect on the performance of employees of the Regional Revenue Agency of the city of Bandung.

Work Stress (X2)

It is known to be t_{hitung} , 22.929 and t_{tabel} , 1.69913. Because the value t_{hitung} , was greater than t_{tabel} , (22.929 > 1.69913) then Ho was rejected and Ha was accepted. then Work Stress partially has a significant positive effect on the performance of employees of the Bandung Regional Revenue Agency.

4. Conclusions

Employee loyalty at the level is already good because it has anaverage of 3.62. The highest factor is that work is Regional Revenue Agency of the city of Bandung has a fairly good leadership, the highest level is influenced by responsible factors and the provision of guidance while the lowest is good relations to subordinates and the provision of freedom of opinion. The Regional Revenue Agency of Bandung city has quite good work stress, with the highest level of work stress being the demands of organizational roles and leadership, while the lowest is the factor of task demands and demands between individuals.

The Regional Revenue Agency of Bandung city has excellent employee performance, the highest level of

performance is found in the factors of accuracy of task completion and suitability of working hours while the lowest is the factor of cooperation between employees and job satisfaction. Employee performance is significantly influenced by leadership and work stress. Work stress is more dominant whereas leadership is lower. The highest factor in work stress is the demands of organizational roles and leadership where these two factors have a fairly high influence on the level of employee work stress, while in leadership there are shortcomings in the relationship between superiors and subordinates this affects employee performance and also freedom of opinion makes employee performance decrease, this affects the suitability of working hours which affects employee morale so that performance employees may decline.

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