

UDC 331

**THE EFFECT OF BURNOUT, LEADERSHIP STYLE AND WORK CONFLICT
ON CIVIL SERVANTS' PERFORMANCE IN SUB-DISTRICTS THROUGHOUT
THE CITY OF MATARAM, INDONESIA**

Solatieh*

Master's Program in Management, University of Mataram, Indonesia

Nurmayanti Siti, Furkan Lalu Muhammad

University of Mataram, Indonesia

*E-mail: solatieh@gmail.com

ABSTRACT

This study aims to analyze and determine the significance of the effect of burnout, leadership style and work conflict on employee performance in sub-district throughout the city of Mataram. Burnout is a psychological term that describes depression and lethargy that is closely related to the output of one's performance. The type of research used is associative causal with the census method in determining the sample. The sample used in this study is the sub-district office staff in the City of Mataram, West Nusa Tenggara, as many as 92 employees. Methods of data collection in this study were interviews, documentation, and questionnaires. The data analysis technique used is PLS (Partial Least Square) analysis. The results showed that burnout had a positive and significant effect on performance, leadership style had a positive and significant effect on performance, and work conflict had a negative but not significant effect on performance.

KEY WORDS

Burnout, leadership style, work conflict, performance.

Performance is a measure of achievement of individual or group success rates. Performance can be known if the individual or group has a predetermined success criteria in the form of specific goals or targets to be achieved by the organization. Performance (job performance) means the work that can be achieved by a person or group of people in the organization, in accordance with the authority and responsibility of each in order to achieve the objectives of the organization legally, not violating the law and in accordance with moral ethics (Sedarmayanti, 2007).

According to Anja et al., (2008) the low performance of employees in an organization can lead to the hampering of an organization's work in achieving its objectives. Performance in carrying out its functions does not stand alone, but it is related to social support and stress levels or work saturation (burnout) which results in decreased skills, abilities and individual traits (Sulis & Anisah, 2011). Saturated circumstances often make our minds feel full and begin to lose rationally. This can lead to being overwhelmed with work and eventually causing mental and emotional exhaustion, then begin to lose interest in work and motivation decreases, in the end the quality of work and quality of life decreases (Valentina et al., 2011). Davis and Jhon (1985) explain burnout is a situation where employees suffer from chronic fatigue, boredom, depression and withdrawal from work. Burnout workers are more easily complained, blaming others if there are problems, irritability, and being cynical about their careers. Therefore, burnout is a problem for organizations which results in decreased performance. In addition to burnout that affects performance, leadership style is also a factor that affects employee performance. Fatmawati (2013) states that effective leadership style is needed in an effort to improve employee performance in achieving company goals.

An organization needs a good relationship between the leader and his subordinates. But in public organizations, conflicts also often occur and can occur between individuals, as well as between individuals and groups, and between groups. Conflicts that occur within an

organization are very influential on decreasing employee performance so that it can lead to not achieving goals. But conflict does not always have a negative effect on the organization that can create turmoil in the organization or employee interpersonal relationships, foster distrust, build feelings of wanting to always win, or widen the gap of misunderstanding between employees.

This research was conducted on Civil Servants in the sub-districts throughout the city of Mataram which are divided into six sub-districts namely Cakranegara, Sandubaya, Mataram, Selaparang, Ampenan, and Sekarbela. Based on data on employee attendance rates for 2017 obtained from six sub-district offices throughout the city of Mataram, the results show that the attendance rate of employees is seen based on finger print attendance when employees arrive and return hours are disciplined, above 97%.

Table 1 – Amount of Civil Servant SKP Value

Sub-district	Year		
	2015 (point)	2016 (point)	2017 (point)
Cakranegara	1.333,99	1.336,48	1.344,04
Sandubaya	1.261,22	1.264,21	1.267,32
Mataram	1.341,06	1.345,11	1.346,89
Selaparang	1.920,16	1.924,51	1.928,83
Ampenan	1.339,38	1.343,64	1.347,82
Sekarbela	1.085,45	1.089,33	1.096,61

Source: Districts of the City of Mataram (2017).

Based on table 1. the average number of SKP scores for civil servants for each sub-district has increased by 0.99 points per year. The work performance appraisal of civil servants based on actual SKP values must increase from year to year so that the civil servants concerned can propose promotions and classes to the Human Resources and Human Resources Development Agency (BKPSDM) of the City of Mataram. However, without the approval of the head of the sub-district, a sub-district civil servant in the city of Mataram cannot rise in rank and class.

In addition, based on the interview, there were several complaints, that is concerning senior civil servants who can't get promoted. Civil servants belonging to this category tend to have declining morale which ultimately affects their performance. In addition, the length of time a civil servant occupies a certain position can also cause work saturation. Civil servants feel less attention and often feel neglected by their leaders. This feeling can arise because the civil servants feel that they have mastered the field of work they have been struggling so that they need a new field of work to add insight and improve their abilities and skills at work. The mistakes of a leader in disposing of a job are also considered to reduce the performance of his subordinates. This error can occur because in this case the subdistrict head has his own judgment especially with regard to the abilities of his subordinates. This kind of assessment will influence the decision of the sub-district head in delegating a job to his subordinates even though the delegation of work is not in accordance with the duties of each section. Surely, besides influencing the performance of civil servants, will also cause conflicts at work between employees, both between subordinates and subordinates and between superiors and subordinates.

There is a contradiction between the level of discipline of employees and the target number of SKP scores of civil servants with phenomena that exist in the research area, so the study aims to analyze and determine the effect of burnout, leadership style, and work conflict on civil servants' performance in sub-districts throughout the city of Mataram.

LITERATURE REVIEW

Burnout. Cherniss (1987) states that burnout is a change in attitude and behavior in the form of a psychological withdrawal from work, such as keeping a distance from others and being cynical with them. Pines and Aronsol (1989) explain that burnout is physical,

emotional and mental fatigue caused by involvement in the long term with a situation full of demands. While Muslihudin (2009) states that work saturation (burnout) is a physical, emotional and mental condition that is very dropping due to a very demanding work situation in the long run. Leiter and Maslach (1997) explain the factors that influence the appearance of burnout, among others: (1) work overloaded, (2) lack of work control, (3) reared for work, (4) breakdown in community, (5) treated fairly, and (6) dealing with conflict values. The indicators of burnout according to Leiter and Maslach (2005) include emotional fatigue, mental fatigue, and low self-esteem. Research conducted by Kounenou and Demerouti (2012) and Asi (2013) shows that burnout has a significant effect on performance. Research by Aaron (2015) also shows that the higher the work saturation (burnout) on employees will have a negative impact on performance. Other studies by Imaniar and Sularso (2016) also showed that burnout had a significant effect on performance. This shows that the higher the level of burnout, the performance will decrease. On the other hand, the lower the level of burnout, the performance will increase. The results of different studies are shown by Maharani and Triyoga (2012) that burnout has no significant effect on the performance of guides in West Nusa Tenggara.

Leadership Style. Hasibuan (2006) states that leadership is the way a leader influences the behavior of subordinates to work together and work productively to achieve organizational goals. According to Robbins (2003), leadership is the ability to influence a group to achieve goals. The indicators of leadership style according to Mas'ud (2004) based on behavioral theory on aspects of leadership functions that are task oriented and people oriented. Fatmawati (2013) states that effective leadership style is needed in an effort to improve employee performance in achieving company goals. Thus, leadership style can be a good guideline in an effort to improve employee performance.

Research conducted by Tampubulon (2007) shows that leadership styles have a significant effect on performance. Similarly, research conducted by Mariam (2009) shows positive and significant results between the relationship of leadership style and performance. This shows the more effective leadership style that is applied in the company, the employee's performance will increase. On the other hand, this research was also supported by Abdilah (2011) who showed a positive and significant leadership style on performance. Different results from the study of Rosmiyati (2013) which stated leadership style that did not support performance. The more effective leadership style that is applied in the workplace, not directed towards employee performance. Likewise the research conducted by Shahab (2014) and Tongo-tongo (2014) which shows insignificant results that affect leadership style and employee performance.

Work Conflict. Rahim (2002) defines conflict as disagreement and differing perspectives on things. Conflicts within the organization have a positive or negative impact on the organization. Positive conflict can increase work rhythm, make work quickly completed and improve employee discipline. While negatively conflict in the organization can cause work stress, decrease job satisfaction, decrease organizational commitment and increase the intention to quit. According to Mangkunegara (2006) conflict at work is a conflict that occurs between what is expected by someone to himself, others, and organizations with the reality of what is expected. Indicators of conflict at work according to Rivai (2011) include conflicts within oneself, conflicts between individuals, conflicts between group members, and conflicts between groups.

The results of the research conducted by Hon (2013) show that conflicts at work have a significant effect on performance. Research by Cendhikia et al., (2016) shows that there is a negative and significant relationship between conflict at work and performance. This shows that the lower the conflict at work in the company, the higher the employee's performance. Another supportive study by Anwari et al., (2016) and Kurniawan et al., (2018) which show that conflict at work has a negative and significant effect on employee performance. The results of different studies are shown by Ahiruddin's (2011) study which states that there is a positive relationship between conflict at work and performance. Another study that also supports is research by Sinambela (2016) which shows positive results between conflict at work and performance relationships. That is, the higher the conflict at work experienced by

employees in the workplace, will not affect performance. Employee performance remains good despite conflicts at work.

Performance. Performance is a work achievement or work result (output) that is real achieved by an employee in accordance with the standards and criteria that have been set in a certain period of time within the organization or company (Samsudin, 2004: 159). Whereas Mangkunegara (2006) defines performance as work results in quality and quantity that can be achieved by an employee in carrying out tasks according to the responsibilities given to him. Indicators of performance measurement according to Mathis and Jackson (2006) include quantity of results, quality of results, attendance, and ability to work together.

Based on previous research and theoretical basis, the hypothesis can be formulated as follows:

- H1: Burnout has a negative and significant effect on employee performance;
- H2: Leadership style has a positive and significant effect on employee performance;
- H3: Conflict at work has a negative and significant effect on employee performance.

METHODS OF RESEARCH

The research method used is quantitative. The type of research used is associative causal, to determine the effect of independent variables on the dependent variable. This research was conducted at the Sub-District Head Office in the city of Mataram with 92 Civil Servants as respondents. The data from the questionnaire were processed using a Likert scale to get the results of the respondents' answers. Weighting on each variable uses a five-level scale (likert scale) which consists of very agree, agree, adequate, disagree, and strongly disagree. The variables contained in this study are burnout variables measured using indicators developed by Leiter and Maslach (2005), leadership style variables are measured using indicators developed by Mas'ud (2004), conflict at work variables are measured using indicators developed by Rivai (2011), and performance variables use indicators developed by Mathis and Jackson (2006). Data analysis techniques in this study used Partial Least Square (PLS).

RESULTS AND DISCUSSION

Based on the results of the instrument validity test by using the Pearson Product Moment correlation technique shows that one item on the Burnout instrument is declared invalid (r -statistic < 0.3), while the other item has a r -statistic > 0.3 so its valid. Similarly, the results of the instrument reliability test show that all items in the research variable are reliable because the Cronbach's Alphas are above 0.6. Reliability test results can be seen in table 2 below:

Table 2 – The results of instrument reliability test

Instrument	Cronbach's Alpha	Conclusion
<i>Burnout</i>	0.630	Reliable
Leadership Style	0.906	Reliable
Work Conflict	0.830	Reliable
Performance	0.792	Reliable

Source: Reliability test.

Based on the characteristics of the respondents can be explained according to gender, age, education, and length of work. From all employee samples totaling 92 people studied, all of them can fill out and return the questionnaire provided. The respondent characteristics of this study are the majority of respondents in this study were female as many as 47 people or 51%. The majority of respondents in this study were 31-40 years old, 35 people or 38%. Based on educational background, respondents in this study were dominated by undergraduate (S1), which amounted to 53%. The majority of respondents work between 10-20 years, which were 36 people or 39%.

Furthermore, according to the formulated hypothesis, in this study using SmartPLS 3.0 software starting from the measurement of the model (outermodel), structure of the model (inner model) and hypothesis testing (Ghozali, 2014). Based on the measurement of the model (outermodel), namely the test of discriminant validity and composite reliability shows all variables are valid (value (AVE> 0.5) and reliable (CR value> 0.7).

Table 3 – AVE and CR value

Variable	AVE	√ AVE	CR	Conclusion
<i>Burnout</i>	0.462	0.680	0.756	Valid & Reliable
Leadership Style	0.546	0.739	0.877	Valid & Reliable
Work Conflict	0.508	0.713	0.916	Valid & Reliable
Performance	0.485	0.696	0.834	Valid & Reliable

Source: SmartPLS 3.0.

Assessment of the structural model or inner model is done to see the relationship between constructs, significance values and R-Square research models.

Table 4 – R-Square value

Variable	R-Square
Performance (Y)	0.398

Source: SmartPLS 3.0.

The Q-Square value is known to be 0.158 or 15.8% for burnout, leadership style and conflict at work as an independent variable that influences performance as the dependent variable. Based on the results of this calculation also gives the meaning that there are still 84.2% of other variables that can affect the performance of Civil Servants in the Sub-District Head Office of the City of Mataram, excluding models that are not examined. For example leadership, compensation, organizational culture, stress, organizational commitment, work environment, salary, person organization fit, job satisfaction, and etc.

Table 5 – The result of hypothesis testing

No	Hypothesis	Path Coef.	T-statistic	p-value	Conclusion
1.	<i>Burnout</i> (X ₁) → Performance (Y)	0.473	4.551	0.000	Significant
2.	Leadership Style (X ₂) → Performance (Y)	0.222	2.378	0.018	Significant
3.	Work Conflict (X ₃) → Performance (Y)	-0.163	1.059	0.290	Not Significant

Source: SmartPLS analysis.

Information: $t_{\text{statistic}} > t_{\text{tabel}} (1,987) \rightarrow \text{significant}$.

Effect of burnout on performance. Based on hypothesis test 1, the relationship between burnout and performance is significant with a significance value of 0.000 < 0.05 and a t-statistic of 4.551 > 1.987. However, the coefficient is 0.473 so the direction is positive. So hypothesis 1 which states negative and significant burnout to performance is rejected. That is, the higher the saturation of work felt by employees, the performance of employees continues to increase. Based on the interview filling in the questionnaire results were obtained which showed that the level of work fatigue (burnout) of civil servants in sub-districts throughout the city of Mataram was in the high category. This is also supported by the range of scores of the majority of respondents also in the high category. Employees have experienced a level of burnout in the high category. Employees feel tired emotionally and mentally, even lack respect for themselves. Employees feel too bored with jobs that are monotonous, tired and bored with work pressure, and bored with work because they feel inappropriate. In addition, the length of an employee occupying a certain position or position can also cause work saturation. This feeling can arise because the employees feel that they have mastered the field of work that they have been involved in so far, so they need a new field of work to add insight and improve their abilities and skills at work. However, work

fatigue experienced by employees does not have a negative impact on their performance. Based on the distribution of answers respondents indicated the level of performance of employees in the high category. Even though employees feel tired at work, it does not adversely affect their performance. Employees love their jobs. They assume that this work is their duty so that no matter how physically and mentally they are tired of working, the job must still be completed optimally. When facing emotional problems at work, employees respond casually, seriously and successfully so that the problem will not be a burden that can have an impact on their work. In addition, another way to keep employee performance high is to always be grateful for the blessings given by the Almighty. The results of this study support the research conducted by Maharani and Triyoga (2012) which showed no relationship between burnout and nurse performance in providing nursing care.

Effect of leadership style on performance. The test results on the leadership style parameter coefficient of 0.222 and the direction is positive. Significance value of $0.018 < 0.05$ and t-statistic of $2.378 > 1.987$, so hypothesis 2 is accepted, where the leadership style has a positive and significant effect on performance. That is, the more effective the leadership style in the workplace, the higher the employee's performance. Based on the distribution of respondents' answers on three items, the relationship-oriented indicator statement shows very effective criteria. This indicates that the leader has been very good at protecting his employees in order to maintain good relationships with coworkers, and still direct their employees to complete their tasks and work as well as possible. From the range of respondents' scores, it can be seen that most even almost all respondents concluded that their supervisor's leadership style was effective. The leader not only emphasizes the importance of fellow coworkers but is also task oriented. The leader is always firm in giving assignments to his subordinates. The leader still communicates directly and gives clear orders so that work can be completed as soon as possible and resolved properly. The results of this study support the research conducted by Tampubolon (2007), Mariam (2009), and Abdilah and Djastuti (2011) which show leadership styles have a significant effect on performance.

Effect of work conflict on performance. The test results on the working conflict parameter coefficient of -0.163 and the direction is negative. Significance value of $0.290 > 0.05$ and t-statistic of $1.059 < 1.987$, so hypothesis 3 is rejected, where work conflict has a negative and not significant effect on performance. This means that the higher the work conflict in the workplace, does not affect the performance of employees. High work conflict in the workplace will have a negative impact on performance. However, in this study high conflicts at work do not necessarily make employee performance low. This is evidenced by the results of data analysis which shows a non-significant relationship between work conflict and performance. In addition, from the distribution of answers and the range of respondents' scores, the majority of respondents stated that the work conflict that occurred was quite high. Coupled with the results of questionnaires which showed that there was conflict in the workplace. This is indicated by several statements that reveal that employees are more concerned with personal interests than the interests of the organization. The existence of employees who do not complete their work properly so that it burdens the task to other colleagues. In addition, there are differences of opinion between employees and often misunderstandings. Employees also consider the division of labor uneven, not in accordance with main tasks and functions (Indonesian: *Tupoksi*), and not in accordance with their abilities. This is what will affect the achievement of employee performance. But the existence of work conflicts does not merely reduce employee performance. This can be seen from the distribution of respondents' answers which shows that employee performance is in the high category. Although the work conflicts that occur in the organization are quite high, the employee's performance also remains high. This is also supported by answers to the distribution of questionnaire statements that show employees have completed their work on time, completed and the results are satisfactory. Even employees are willing to work overtime if the work has not been completed. As a State Civil Apparatus (ASN), employees feel that even though there is a work conflict, they must remain responsible for completing the work that is their responsibility. This is not only for ourselves or for leaders, but also for

providing the best service to the community that will have an impact on the country's progress. Hypothesis 3 supports the research conducted by Hon (2013), Anwari et al., (2016), Cendhikia et al., (2016), and Kurniawan et al., (2016) which states that work conflict has a significant effect on performance.

CONCLUSION

Based on the description above, conclusions can be drawn as follows: burnout has a significant effect on performance, leadership style has a significant effect on performance, and conflict at work has no significant effect on performance.

Furthermore, the suggestions that can be given regarding this research are first, leaders in each sub-district office are expected to pay attention to their subordinates. The leader must be able to give the task fairly to his subordinates. The leader must also emphasize the importance of helping each other so that the work that feels a lot and accumulates becomes easy and quickly resolved. Second, leaders are expected to be able to control the work of every employee and coordinate regularly with subordinates so that the leader will know what the shortcomings and limitations of the subordinates in completing their work. In addition, leaders must further enhance their sense of togetherness with their colleagues and subordinates so that a sense of unity will be built up that reduces the incidence of conflict within the organization.

There are limitations in this study. First, the factors that influence performance in this study consist of only three variables, namely burnout, leadership style, and conflict at work, while there are still many other factors that affect performance. Second, the sample used in this study was only implemented in Civil Servants at the Sub-District Head Office in the City of Mataram so that the results obtained might cause differences if they were implemented in different agencies and scope such as Civil Servants in the Regional Personnel Agency, Human Resources Development Agency (BPSDM), Provincial Public Hospital of West Nusa Tenggara, Mataram City Hospital, and etc.

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