The Influence of Leadership Style, Workload, and Work Stress on Employee Performance in the Secret and Public Order Section Operational Section and Control of Polisi Pamong Praja Unit in East Java Province in Surabaya

Lilik Indrawati, Jovi Iristian

Dr. Soetomo University Surabaya, Jl. Semolowaru No.84, Menur Pumpungan, Kec. Sukolilo, Kota SBY, Jawa Timur 60118, Indonesia

Corresponding Author*: Lilikindrawati383@gmail.com

ABSTRACT

Purpose: Human Resources are the most important thing in the organization, so that the company's activities can run well, as well as efforts to carry out all organizational activities to the maximum extent possible so that employee performance increases. The factor that needs to be considered is the leadership style, this is important because it is one of the components that affect performance. The second factor is the workload that is not in accordance with the work that should be done by other parts, in the end they are passive in responding to work. Work stress also affects employees who work hand in hand at work that is not actually part of their job, employees become ineffective in doing their jobs. This study aims to determine the effect of leadership style, workload and work stress on the performance of employees.

Design/methodology/approach: This type of research uses a quantitative approach.

Findings: The results of this study indicate that leadership style has a negative and insignificant effect on employee performance; workload has a positive and significant effect on employee performance. The influence of leadership style, workload and work stress has a positive and significant effect on performance.

Research limitations/implications: The scope used in this study only covers one area in the Unit Polisi Pamong Praja of East Java Province which is not too large and broad, so the research results cannot be generalized to the wider population. In addition, this study only produced data from a questionnaire instrument based on the perceptions of the respondent's answers.

Originality/value: This paper is original.

Paper type: a Research Paper

I. INTRODUCTION

The Human Resource factor is the most important thing in various fields of life, especially organizations and companies. Resources are a potential value possessed by a certain material or element in life. Humans are a factor that determines the success or failure of an organization to carry out various activities in order to achieve organizational goals. Organizations must utilize human resources more effectively and efficiently with a tendency towards improving employee performance (Shammot, 2014). This is because humans are central in organizations and companies. In order for the company's activities to run well, the company must have employees who have the potential, have high knowledge and work skills, as well as efforts to carry out all company activities as optimally as possible so that employee performance increases.

Hasibuan (2014:5), organization is a formal union system of two or more people who work together to achieve certain goals. Based on some of the definitions above, it can be concluded that an organization is a

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collection of people who have a common interest in achieving a target in the system and working together to achieve certain goals and within a predetermined time limit.

Thoha (quoted from the journal Putra (2013) states that Leadership Style is a norm or behaviour used by someone when that person tries to influence the behaviour of others to achieve a goal that is achieved.

Performance measures can be seen in terms of quantity and quality in accordance with the standards set by the organization or company, the form can be tangible (measuring instruments or standards can be determined) or intangible (measuring instruments or standards cannot be determined), depending on the form and process of implementation that job (Micheli & Mari, 2014). The performance produced by employees in a company is determined by several factors and conditions, both of which come from within the employee or from outside the individual employee.

Mangkunegara (2017:67) "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Therefore, to improve employee performance, one of the factors that need to be considered is the leadership style applied by the company leadership, namely how the leadership style applied by the leadership can support the performance of its employees so that it is even better. Information about this leadership style is important for the company itself to know because leadership style is an important component that will affect organizational performance (Akparep et al., 2019).

In Law Number 23 of 2014 the Unit of Polisi Pamong Praja is a regional apparatus formed to enforce Regional Regulations and Regional Head Regulations, maintain public order and peace, and carry out community protection. Members of the Unit of Polisi Pamong Praja are Regional Government officials who are held by ASN and are given duties, responsibilities and authorities in accordance with applicable laws and regulations..

Government Regulation of the Republic of Indonesia Number 6 of 2010 concerning the Unit of Polisi Pamong Praja is a Regional Government Tool in maintaining Public Peace and Order and enforcing Regional Regulations. The organization and work procedures of the Unit of Polisi Pamong Praja are stipulated by a Regional Regulation. Satpol PP get two domicile in the Province and City Areas or Kabupaten. The Province of Satpol PP is led by a Head who is under and responsible to the Governor through the Regional Secretary. In City Areas or Kabupaten, Satpol PP is led by a Head who is under and responsible to the Regent or Mayor through the Regional Secretary. One of the objectives of the Regional Regulation (Perda) issued by the Regional Government (Pemda) is to guarantee legal certainty, create and maintain public order and peace. Enforcement of regional regulations is an initial form of creating security and public order.

The second factor is workload, each field has workload problems that are not in accordance with the work that should be done, other parts feel dissatisfied at work, in the end they are passive in responding to work that has been set by superiors (Jermsittiparsert et al., 2021).

This often happens in the field of Peace and Public Order, the workload experienced, when there are additional assignments from superiors that should be adjusted to the position that is not linear with the position. That way the workload that exists in an organization greatly affects the performance of the employees it produces, high work stress is also an effect on employees who hold dual roles in jobs that are not actually part of their jobs, employees become ineffective in carrying out their work, as is workload and stress (Sadiq, 2018). Interrelated work and affect employee performance.

Workload is a stress-causing factor that most people complain about and is the most common reason for employees in an organization. In the world of work, high workload is a problem that is often faced besides that coupled with time pressure in carrying out tasks that make employees stressed and stressed.

Excessive stress can threaten a person's ability to deal with the environment (Iskamto, 2021). As a result, employees develop a wide variety of stress symptoms that can interfere with performance. Stress can also act as a destroyer of performance achievement (Sutanto et al., 2021). In simple terms, this means that stress has the potential to drive or interfere with performance, depending on how much stress the employee is experiencing at work..

Based on the things mentioned above, the authors are interested in conducting research with the title "The Influence of Leadership Style, Workload and Work Stress on the Performance of Employees in the Field of Operations and Control of Public Peace and Order in the Unit of Polisi Pamong Praja of the East Java Province Regional Police in the City of Surabaya.

II. METHODS

This research was conducted at the Unit of Polisi Pamong Praja office in East Java Province in the field of public order and security in the Operations and Control section. Yusuf (2014: 109) explained that the dependent

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variable is a variable that is influenced or explained by other variables, but cannot affect other variables. The dependent variable (Y) in this study is employee performance. Meanwhile, according to Yusuf (2014:109) independent variables are variables that influence, explain or explain other variables. This variable causes changes in the dependent variable. The independent variables in this study are: Leadership Style (X1), Workload (X2) and (X3) Work stress.

The target population in this study were employees of the Public Order and Order Section, Operations and Controlling Unit of the Unit of Polisi Pamong Praja of East Java Province, totaling 40 employees. Based on this study, because the total population is not more than 100 respondents, the authors to 100% of the total population in the Security and Order Section, Operations and Control Section.

As for this study, the sampling used is saturated sampling. Saturated sampling is a sampling technique when all members of the population are used as samples. This is often done when the population is relatively small. The term saturated sample line is a census, where all members of the population are sampled.

The data used in this study used primary data taken directly from the source by using a questionnaire which included data on leadership, workload, work stress and employee performance as respondents in this study.

The collection technique in this study was carried out using instruments that were arranged in the form of questionnaires filled out by respondents. In compiling this questionnaire, researchers used a Likert scale. The form of a Likert scale, in the form of a question or statement whose answer is a scale of approval or rejection of the question or statement.

The analytical method used is Instrument Test, Classical Assumption Test, Multiple Liner Regression Test, Determination Coefficient Test, and Hypothesis Test with Statistical Product and Service Solution (SPSS) method.

III. RESULTS AND DISCUSSION

A. Validity Test

Validity Is A Test That Shows The Extent To Which The Measuring Device We Use Is Able To Measure What We Want To Measure And Not Measure Anything Else. Validity test is used to measure the validity or validity of a questionnaire. The criteria for evaluating the validity test are:
1. If r count > r table, then the questionnaire items are valid
2. If r count <r table, then the questionnaire items are invalid

Table 1.1 Validity Test Result

Variable	Indicator	Pearson Correlation	r Table	Information
	X1.1	0,773	0,263	Valid
	X1.2	0,767	0,263	Valid
Leadership Style (X1)	X1.3	0.754	0,263	Valid
	X1.4	0,705	0,263	Valid
	X2.1	0,785	0,263	Valid
Workload (X2)	X2.2	0,823	0,263	Valid

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	X2.3	0.891	0,263	Valid
Work Stress (X3)	X3.1	0,805	0,263	Valid
	X3.2	0,710	0,263	Valid
	X3.3	0.726	0,263	Valid
	Y1	0,534	0,263	Valid
Employee Performance (Y)	Y2	0,625	0,263	Valid
	Y3	0.714	0,263	Valid
	Y4	0.796	0,263	Valid
	Y5	0,776	0,263	Valid
	Y6	0,396	0,263	Valid

Source: Research processed data using SPSS version 21

Based On The Results Of The Validity Test Above, It Can Be Concluded That All Indicator Items In The Variables Of Leadership Style (X1), Workload (X2), And Work Stress (X3), And Employee Performance (Y) Are Declared Valid And Can Be Proven Through The Results Of R_Count > R_Table With The Minimum Value Of R_Table Accepted Is R = 0.263.

B. Reliability Test

The Reliability Test Is Used To Measure The Consistency Of The Questionnaire Measurement Results In Repeated Use. Respondents' Answers To Questions Are Said To Be Reliable If Each Question Is Answered Consistently Or The Answers Are Not Random. In Looking For Reliability In This Study The Authors Used The Cronbach Alpha Technique To Test Reliability, The Measuring Tools Were Task Complexity, Obedience Pressure, Auditor Knowledge And Audit Judgment. With The Decision-Making Criteria Stated By Ghozali (2018:46), That Is, If The Cronbach Alpha Coefficient > 0.70, The Question Is Declared Feasible Or Reliable. Conversely, If The Cronbach Alpha Coefficient Is <0.70 Then The Question Is Declared Unfeasible Or Unreliable.

Table 2. Reliability Results

Variable	Result α Cronbach	Minimum α cronbach	Information
Leadership Style (X1)	0,798	0,7	Reliable
Workload (X2)	0,840	0,7	Reliable

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Work Stress (X3)	*0,801*	*0,7*	*Reliable*
Employee Performance(Y)	*0.756*	*0,7*	*Reliable*

Source: Research processed data using SPSS version 21

Based on the results of the reliability test in table 2, it can be concluded that the variables of Leadership Style (X1), Workload (X2), Work Stress (X3), and Employee Performance (Y) are declared reliable and can be proven. through the results of the Cronbach value> 0.7.

C. Normality test

Ghozali (2018), the normality test aims to test whether in the regression model, the independent and dependent variables are normally distributed or not. A good regression model has a normal or close to normal data distribution, that is, the distribution does not deviate left or right (normal curve). Testing the normality of the data using the Kolmogorov-Smirnov test in the SPSS program with a significant probability level of 0.05. the criteria of the Kol-mogorov Smirnov test is a significant probability value > 0.05, then the data is normally distributed, while the significant probability value is <0.05, so the data is not normally distributed.
    a.   Kolmogrov

Table 3. Kolmogrov results One-Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		*40*
Normal Parametersa,b	*Mean*	*.0000000*
	Std. Deviation	*2.08683870*
Most Extreme Differences	*Absolute*	*.118*
	Positive	*.073*
	Negative	*-.118*
Test Statistic		*.118*
Asymp. Sig. (2-tailed)		*.170c*

a. Test distribution is Normal.
Source: Research processed data using SPSS version 21

Based on the Normality Test Results the Significance value of 0.170 is greater than 0.05, it can be concluded that the residual values are normally distributed

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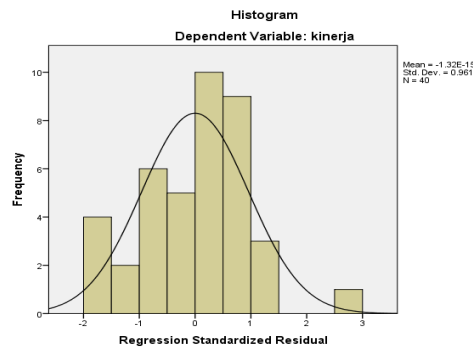
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b. Histogram Graph

Figure 1 Histogram Graph

Source: Research processed data using SPSS version 21

In addition, the researcher also includes other results from the Normality test. It can be seen that the line drawing is in the shape of a bell, not deviating to the left or right. This shows that the data is normally distributed and meets the normality assumption.
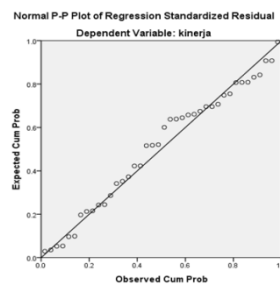
C. Probability Plots

Figure 2. P-Plot of Normality Test Result

Source: Research processed data using SPSS version 21

In addition, the researcher includes other results from the Normality test. It can be seen in the table above that the normal probability plot graph shows a normal graphic pattern. This can be seen from the dots that spread around the normal graph with the dots that spread around the diagonal line. With the distribution following the diagonal line, it can be concluded that the regression model is feasible to use because it fulfills the assumption of normality.

D. Multicollinearity Test

The multicollinearity test is used to determine whether there is a correlation between the independent variables in the regression model. In a good regression model there should be no correlation between the independent variables. The occurrence of multicollinearity symptoms can be seen from the Variance Inflation Factor (VIF) value and the tolerance value. If the VIF value ≤ 10 and the tolerance value ≥ 0.10, it can be concluded that there are no symptoms of multicollinearity among the independent variables in the regression.

Table 4. Multicollinearity Test

coefficients

Model	Collinearity	Statistics
	Tolerance	VIF
(Constant)		
Leadership Style	.499	2.006
Workload	.603	1.660
Work Stress	.668	1.496

Source: Research processed data using SPSS version 21

Based on Table 4 above, the variables of Leadership Style, Workload and Work Stress show a tolerance value of > 0.1 and a VIF value of < 10. So it can be concluded that the three independent variables, namely Leadership Style, Workload and Work Stress, have no correlation or multico-linearity does not occur.

E. Heteroscedasticity Test

The heteroscedasticity test is a condition where in the regression model there is an inequality of variance from the residuals in another observation. A good regression model is that there is no heteroscedasticity. Tests in this study using the scatterplot graphic test.
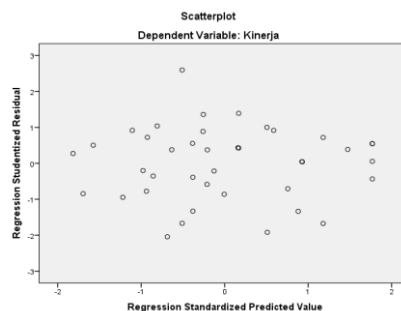

Figure 3 scatter plot chart

Source: Research processed data using SPSS version 21

Based on the graph above, where in the graph the data is spread out and does not make a certain pattern, this means that in this study there was no heteroscedasticity found.

F. Multiple Linear Regression

Multiple linear regression analysis is used to measure whether or not there is a relationship between two or more variables and also to show the direction of the relationship between the independent variable and the dependent variable.

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Table 5 Multiple Linear Regression

Coefficients[a]

	Model	B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	2.067	3.632		.569	.573		
	Leadership Style	.294	.278	.166	1.058	.297	.499	2.006
	Workload	.703	.252	.398	2.791	.008	.603	1.660
	Work Stress	.693	.278	.338	2.497	.017	.668	1.496

a. Dependent Variable: Employee Performance(Y)
Source: Research processed data using SPSS version 21

Table 5 above shows the regression equation which can explain whether or not there is a relationship between the independent variables and the dependent variable and can inform the magnitude of the influence of the independent variables on the dependent variable. Based on this research, the multiple linear regression equation can be stated as follows:

$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$

$Y = 2.067 + 0.294X_1 + 0.703X_2 + 0.693X_3$

Based on the equation obtained, it can be said as follows:

1. A value of 2.067 means that if Leadership Style (X1), Workload (X2) and Workload (X3) are worth 0, then employee performance is worth 2.067.
2. The regression coefficient of the leadership style variable (X1) is 0.294 indicating that employee performance (Y) will increase by 0.294 and has a unidirectional relationship for each one-unit increase in leadership style (X1) assuming other variables are constant.
3. The regression coefficient of the Workload variable (X2) is 0.703 indicating that employee performance (Y) will increase by 0.703 and has a unidirectional relationship for each one-unit increase in Workload (X2) assuming other variables are constant.
4. The regression coefficient of the Job Stress variable (X3) is 0.693 indicating that employee performance (Y) will increase by 0.693 and has a unidirectional relationship for each increase in one-unit incentives (X3) assuming other variables are constant.

G. Coefficient of Determination (R2)

Table 6 Coefficient of Determination (R2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748a	.560	.523	2.172

a. Predictors: (Constant), Work Stress, Workload, Leadership Style
b. Dependent Variable: Employee Performance(Y)
Source: Research processed data using SPSS version 21

Based on table 4.16 above, it explains the magnitude of the correlation or relationship (R) which is equal to 0.748. From this output, a value (R Squer) is obtained of 0.560. This means that the variables of Leadership Style (X1), Workload (X2) and Work Stress (X3) have a 56.0% influence on employee performance variables (Y). While the rest (100% - 56.0% = 44.0% is influenced by other variables not tested in this study.

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H. Partial Test (T)

The t test is used to determine the effect of each independent variable on the dependent variable. Decision-making

1. If the significance value is less than 0.05 then, H0 is rejected meaning the independent variable has a significant influence on the dependent variable.
2. If the significance value is more than 0.05, H1 is rejected, meaning that there is no significant effect between the independent variables on the dependent variable.

Table 6 Partial Test (T)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.067	3.632		.569	.573
	Leadership Style	.294	.278	.166	1.058	.297
	Workload	.703	.252	.398	2.791	.008
	Work Stress	.693	.278	.338	2.497	.017

a. Dependent Variable: Employee Performance(Y)
Source: Research processed data using SPSS version 21

1. Based on the Test Results with the T Test Results that Leadership Style (X1) does not Have a Significant Effect on Employee Performance. This is Indicated by the T count Value Of 1.058 Which is Less than the T table Value of 2.297 and the Sig Value of Leadership Style on Employee Performance which is Equal to 0.297 more than 0.05, It can be Concluded that Leadership Style does not Simultaneously Influence Employee Performance
2. Based on the Test Results with the T Test Results that Workload (X2) has a Significant Effect on Employee Performance. This is Shown by the T count Value of 2,791 more than the T table, Which is Worth 1.685 and the Sig Value of Workload on Employee Performance, Which Is 0.008 Less than 0.05, It can be Concluded that Workload has a Simultaneous Effect on Employee Performance.
3. Based on the Test Results with the T Test Results that Work Stress (X3) has a Significant Effect on Employee Performance. This is Shown by the T count Value of 2,497 which is Less than the T table, Which Is 1.685 And The Sig Value Of Workload On Employee Performance, Which Is 0.017 Less Than 0.05, It can be Concluded that Job Stress has a Simultaneous Effect on Employee Performance.
4. Based on the Test Results with the T Test the Leadership Style Variable (X1) has a Tcount Value of 1.058, the Workload Variable (X2) has a Tcount Value of 2.791 and the Work Stress Variable has a T count Value Of 2.497, So the Most Dominant Variable is the Workload Variable

I. Test (Simultaneous)

This Test is used to Determine Whether the Independent Variables, Namely X1 (Leadership Style), X2 (Workload), X3 (Work Stress) together have a Significant effect on the Dependent Y (Employee Performance). to find out The Results of The F Test can be seen from The Anova Table in The Regression Equation, Using A Significance Level Of 5% Or 0.05. Simultaneous Test Criteria Can Be Described as Follows:

a. If Fcount ≥ Ftable And Sig. ≤ 0.05, Then H0 Is Rejected And H1 Is Accepted, Meaning That Leadership Style, Workload, And Work Stress Have A Simultaneous And Significant Effect on Employee Performance.
b. If Fcount ≤ Ftable And Sig. ≥ 0.05 Then H0 Is Accepted and H1 Is Rejected, Leadership Style, Workload, And Work Stress do not have A Simultaneous and Significant Effect on Employee Performance.

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Table 7 Simultaneous Test

ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	216.134	3	72.045	15.271	.000b
	Residual	169.841	36	4.718		
	Total	385.975	39			

a. Dependent Variable: Employee Performance(Y)
b. Predictors: (Constant), Work Stress, Workload,Leadership Style

Based On Table 7 It Can Be Seen That The Sig Value Is 0.000 Sig. Or <0.05 The Fcount Value Is 15,271 Greater Than The F Table Value Of 2.87, Then H0 is Rejected and H1 Is Accepted. Therefore It Can Be Concluded That The Variables Leadership Style (X1), Workload (X2) And Work Stress (X3) Have A Significant Simultaneous Effect On The Dependent Variable (Employee Performance).

IV. CONCLUSION

Based on the results of the analysis and hypothesis testing that has been done, the following conclusions can be drawn:
1. The results of testing the hypothesis show that the variable Leadership Style (X1) does not have a partial effect on employee performance (Y) in the Security and Public Order Section of the Operational and Control Section of the Unit of Polisi Pamong Praja of East Java Province in Surabaya.
2. The results of hypothesis testing show that the workload variable (X2) has a positive effect on partial employee performance (Y) in the Peace and Public Order Sector of the Operational Section and Control of the Unit of Polisi Pamong Praja of East Java Province in Surabaya.
3. The results of testing the hypothesis indicate that the variable Job Stress (X3) has a positive effect on partial employee performance (Y) in the Peace and Public Order Section of the Operational and Control Section of the Unit of Polisi Pamong Praja of East Java Province in Surabaya.
4. The results of hypothesis testing show that the Variable Leadership Style (X1), Workload (X2) and Work Stress Variable (X3) affect employee performance (Y). The most dominant variable is the Workload Variable (X2) on employee performance (Y) because it has the largest tcount value.
5. The results of hypothesis testing show that Leadership Style (X1) Workload (X2) and Work Stress (X3) simultaneously affect Employee Performance in the Peace and Public Order Sector Operational Section and Control of the Unit of Polisi Pamong Praja of East Java Province in Surabaya.

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