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The relationship between leadership style and work motivation with the performance of lectures at the college of health sciences STIKES Muhammadiyah Manado, Indonesia

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Abstract

An effective leadership can influence people to move in the same purpose not because being ordered but stimulating them to move on their own will. Therefore, a leader has to be able to build commitment from his group that is by giving motivation, spirit and team work. This research is aimed to find out a correlation between leadership and working motivation with lecture performance in College of Health Sciences/STIKES Muhammadiyah Manado. It uses the descriptive analytical research design which is cross sectional in characteristic. Sample of respondents are 43 people which are taken by using Total Sampling. Data collection is done by giving questionnaire. Furthermore the collected data is processed by using SPSS computer program version 25 to be analyzed by Chi-Square statistical test. From the result of Chi-Square test, it is obtained that there is a significant correlation between leadership with lecturer performance where p value = 0,308; α value = 0,05. Meanwhile, there is no correlation between working motivation with lecturer performance in which p value = 0,000; α value = 0,05. The conclusion of this research is that there is a significant correlation between leadership with lecturer performance in STIKES Muhammadiyah Manado and there is a significant correlation between working motivation with lecturer performance in STIKES Muhammadiyah Manado.

Keywords: Leadership, working motivation, lecturer performance

Introduction

Lecturer performance is a driving force for the success of the goals to be achieved by higher education institutions, both public and private. Performance is the result of work in quality and quantity achieved by a person in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2013). The performance of a lecturer in carrying out his duties and functions cannot stand alone, but is related and is also influenced by other factors, both internal and external factors of the lecturer himself. Several internal factors that affect the performance of a lecturer include work motivation, job satisfaction, experience, competence, or other individual characteristics. While external factors that can also affect the performance of a lecturer are organizational leadership style, work environment, friends / colleagues, compensation and others.

The leadership set by a leader in the organization can create harmonious integration and encourage employee passion to achieve maximum goals. Even in higher education institutions, the implementation of leadership is directed to tend to foster trust, participation, loyalty, and internal motivation of lecturers in a persuasive way. This is in order to improve the performance of lecturers in carrying out the duties of the Tri Darma of higher education, starting from education and teaching, research, to community service. As stated by M. Taufiq Amir in the book Organizational Behavior (Amir, 2017) [2], leading is an activity that influences a person, so that person follows the directions given to achieve organizational goals. A leader must have a power before people will follow it. One of the assets that should not be left in a leader is power (Amir, 2017) [2].

Motivation is a factor that encourages a person to do a certain activity, therefore motivation is often interpreted as a driving factor for one's behavior (Gitosudarmo, 2015). Work motivation is a very important element in achieving the goals and objectives of an organization (Siagian, 2015) [28].

Motivation is an effort made by someone to meet unmet needs in achieving goals or awards. Efforts to meet these needs and wants continuously motivate a person to a certain degree (Marquis & Huston, 2013) ^[14]. Work motivation is an important factor affecting lecturer performance. Work motivation itself is a mental impulse that comes from within and outside the lecturer to carry out the task. According to Widodo (2015) ^[37], motivation is the power that exists in a person that encourages his behavior to take action. The magnitude of the intensity of the strength within a person to do a task or achieve a goal shows the level of motivation. For a lecturer, these duties and responsibilities can be seen in implementing the Tri Dharma of Higher Education. Therefore, lecturers who have high work motivation will produce high performance as well.

Previous research related to the research topic was research conducted by Luis Aparicio Guterres (2016) ^[6] entitled "The Effect of Leadership Style and Work Motivation on Teacher Performance in Public Middle School 02 Baucau-Timor Leste". The results of his research show that leadership style and work motivation have a positive and significant effect partially and simultaneously on teacher performance at Public Middle School 02 Baucau-Timor Leste. Other previous research related to research topics is research conducted by Tampi (2014) ^[36] entitled "The Effect of Leadership Style and Motivation on Employee Performance at PT. Bank Negara Indonesia, Tbk (Regional Sales Manado)". The results of his research show that the variables of leadership style and motivation partially or simultaneously have a positive and significant effect on employee performance, and the contribution of the influence of leadership style and motivation to employee performance is 63.7%. Furthermore, previous research related to the topic of this research, namely research conducted by Setiyati (2014) ^[26] entitled "The Influence of Principal Leadership, Work Motivation, and School Culture on Teacher Performance in State Vocational Schools in Gunung Kidul Regency" found that there was a positive and significant influence. from the work motivation variable to the performance of the State Vocational School teachers in Gunung Kidul Regency with an effective contribution of 13.03%. The objectives of the research are:

1. To determine the relationship between leadership style and lecturer performance at STIKES Muhammadiyah Manado.
2. To determine the relationship between work motivation and lecturer performance at STIKES Muhammadiyah Manado.
3. To find out that there is a simultaneous relationship between leadership style and work motivation on the performance of lecturers at STIKES Muhammadiyah Manado

Literature Review

Leadership concept

The Leader Style is someone who can influence others and who has managerial authority. Meanwhile, leadership is what leaders do, namely the process of leading a group and influencing the group to achieve a goal (Robbins and Coulter, 2010). Leadership style is a behavioral norm used by a person when that person tries to influence the behavior of others as he sees it (Thoha, 2013).

Meanwhile, Rivai stated that Leadership Style is a set of characteristics used by leaders to influence subordinates so

that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are liked and often applied by a leader (Rivai, 2017) ^[22]. A leadership style that shows, directly or indirectly, the belief of a leader in the abilities of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied by a leader when he tries to influence the performance of his subordinates (Rorimpandey, 2013). Based on the understanding of the experts above, it is concluded that leadership style is one of the ways used by a leader in influencing, directing and controlling the behavior of others to achieve a goal.

Concept of work motivation

Motivation is an impetus for a series of human behavioral processes in achieving goals. While the elements contained in motivation include the elements of arousing, directing, maintaining, showing intensity, being continuous and having a purpose (Robbins and Coulter, 2011). According to Harsey (Blanchard, 2016) one of the factors that is important in determining the level of employee performance and the quality of achieving goals, namely motivation. Motivation is an action taken by people to meet unmet needs. Motivation is an effort to achieve goals or rewards to reduce the tension caused by these needs (Marquis & Huston, 2013) ^[14].

Work motivation is a condition that is related to arousing, directing, and maintaining behavior related to the work environment (Suarli, 2015) ^[29], furthermore according to Handoko, (2012) ^[7] motivation is a condition in a person's personality that encourages an individual's desire to carry out certain activities in order to achieving goals. So the motivation that is in a person is a driving force that will manifest a behavior in order to achieve the goal of self-satisfaction.

Based on several opinions expressed by experts, it can be concluded that work motivation is a process where the need to encourage someone to carry out a series of activities that lead to the achievement of certain goals in an organization.

Performance concept

According to the Big Indonesian Dictionary (KBBI), performance is something that is achieved or an achievement that is shown. Performance is essentially an achievement achieved by a person in carrying out his duties or work, in accordance with the standards and criteria set for that job. According to Ivancevich (2016), performance is a desired result of behavior, while according to Rivai (2017) ^[22], performance is a function of motivation and ability.

Performance is the work result in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities assigned to him. (Mangkunegara, 2011). Supardi (2013) ^[30] argues that performance is the work that has been achieved by a person in an organization to achieve goals based on standardization or size and time according to the type of work and in accordance with established norms and ethics. Employee performance is what affects how much they contribute to the organization which includes: quantity of output, quality of output, duration of output, attendance at work, and cooperative attitude (Mathis and Jackson, 2012) ^[15].

Based on these definitions, it can be concluded that performance is the final result of a person in carrying out his

duties during a certain period which can be measured based on the prevailing measures in an organization.

Theoretical Framework

Effect of Work Motivation on Employee Performance

Hasibuan (2010) [8] states that motivation is a way to encourage employee morale, so that they are willing to work hard by exerting all their abilities and skills to achieve organizational goals. This opinion indicates that work motivation has an influence on employee performance. This is in accordance with the theory put forward by Rivai (2017) [22] in Supriadi (2013) which shows that the stronger work motivation, the higher employee performance. This means that any increase in employee motivation will provide a very significant increase in employee performance in carrying out their work. Opinions or statements from Rivai (2005) in Supriadi (2015) are in accordance with the results of research from Tampi (2014) [36] and Guterres and Supartha (2016) [6], which state that work motivation has a positive effect on employee performance. This means that the higher the employee's work motivation, the higher the employee's performance will be.

The Effect of Leadership Style and Work Motivation on Employee Performance

Leadership style and work motivation can influence employee performance in a company. This opinion is supported by the results of Tampi's (2014) [36] research which states that leadership style and work motivation together have a positive effect on employee performance. This is in accordance with the results of other research from Guterres and Supartha (2016) [6], and Ramlawati (2016) which states that leadership style and work motivation simultaneously affect employee performance, which means that the better the leadership style and work motivation simultaneously, then tends to get better employee performance. Based on these statements and research results, it can be interpreted that the better the leadership style of a leader, and the higher the employee's work motivation, the higher or better the employee's performance tends to be.

Research Method

Method used in this research is the survey method with the Correlation Approach, namely direct research on the sample to determine the relationship between the independent variable and the dependent variable of the study, namely the relationship between leadership style and work motivation and lecturer performance at STIKES Muhammadiyah Manado. The approach used in this research is cross-sectional, where this research takes measurements or observations at the same time (one time) between the independent and dependent variables (Nursalam, 2013).

This research was conducted at STIKES Muhammadiyah Manado, located at Jalan Pangiung Manado from November 2019 to February 2020. The population in this study is an area that the researcher wants to study. Population is a generalization area consisting of objects / objects that have certain qualities and characteristics that the researcher determines to study and then draw conclusions (Sugiyono, 2017). The population in this study were all permanent lecturers who worked at STIKES Muhammadiyah Manado, totaling 43 people.

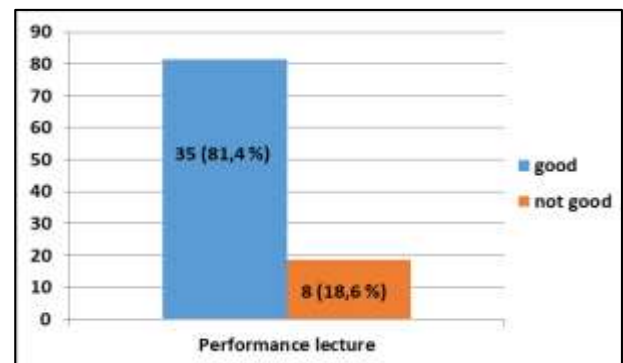
The sample is part of the number and characteristics possessed by a large population, and it is impossible for

researchers to learn everything in the population, so researchers can use samples taken from the population (Sugiyono, 2014). The sampling technique in this study was the total sampling method, namely the total number of samples included in the inclusion criteria, the samples in this study were all lecturers at STIKES Muhammadiyah Manado, totaling 43 people. The data was collected by filling in the research instrument, then the data that had been collected were analyzed by univariate, bivariate and multivariate analysis.

Result and discussion

Muhammadiyah Manado College of Health (STIKES) is one of the private universities belonging to the Muhammadiyah union in Indonesia in the form of a high school covered by the Directorate of Higher Education and contained in Kopertis region 9. This college has been established since March 17, 2008 and the date of the PT SK PT 17 March 2008, STIKES Muhammadiyah Manado is located on Jalan Pandu Pangiung Lingkungan III Pandu Village, Bunaken District, Manado City, North Sulawesi Province. STIKES Muhammadiyah Manado Accredited BAN-PT SK N. 566/SK/BAN-PT/Accredited/PT/VI/2015 and has four study programs that have been accredited B, namely Nursing Undergraduate Study Program, Nurse Professional Study Program, Midwifery DIII Study Program and DIII Pharmacy Study Program.

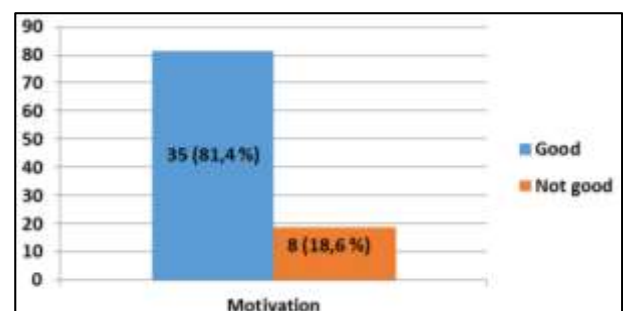
Univariate analysis was carried out to see the frequency distribution of the respondents being studied, to describe each variable used in the study.



Source: primary data 2020

Fig 1: Distribution of lecturer performance

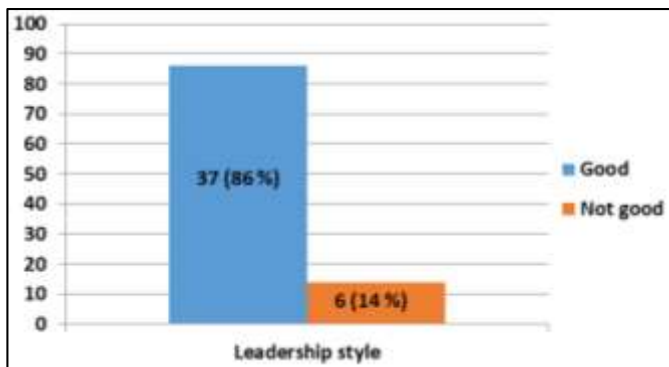
Based on the table above, it shows that respondents with good lecturer performance were 35 respondents with a percentage of 81.4% and respondents with poor lecturer performance were 8 respondents with a percentage of 18.6% of the 43 total respondents.



Source: primary data 2020

Fig 2: Distribution of work motivation

Based on the table above, it shows that respondents with good work motivation were 35 respondents with a percentage of 81.4% and respondents with poor work motivation were 8 respondents with a percentage of 18.6% of the 43 respondents.



Source: primary data 2020

Fig 3: Distribution of leadership style

Bivariate analysis was carried out to see the relationship of the frequency distribution of the respondents being studied, to describe the relationship of each variable used in the study.

Table 1: Distribution frequency leadership and lecturer performance

		Lecture Performance				Total	
		Good		Not good		Total	%
		N	%	N	%		
Leadership	Good	31	72,1	6	14	37	86
	Not good	4	9,3	2	4,7	6	14
Total		35	81,4	15	18,6	43	100
Signifikansi (p) = 0,308							
Odd Ratio = 2,583							

Source: Primary data 2019

Table 1 From the cross tabulation table Leadership with a total of 43 respondents. Good leadership with good lecturer performance amounted to 31 (72.1%), good leadership with poor lecturer performance, respondents 6 (14%), and poor leadership with good lecturer performance, respondent 4 (9.3%), poor leadership with Lecturer performance is not good respondent 2 (4.7%). The results of the Chi-square test have a frequency value, then the reading of the results in the 2x2 Fiser table; s Exact Test (p) = 0.308, the value of p = 0.308 is obtained, which is greater than α = 0.05, thus it is said that H_a is rejected and H_0 is accepted, meaning that there is no relationship between leadership and lecturer performance at STIKES Muhammadiyah Manado. Furthermore, the Odd Ratio (OR) value = 2.583 shows that respondents with good leadership have twice the opportunity to make good lecturer performance.

Leadership Style with Lecturer Performance at STIKES Muhammadiyah Manado

From table 4.4, cross tabulation of Leadership and lecturer performance is 43 respondents. The results of the Chi-square test obtained have a frequency value, so the reading of the results in the 2x2 Fiser's Exact Test table shows a value of p = 0.308, which means that it is greater than α = 0.05. Thus it is said that H_0 is accepted and H_a is rejected, meaning that there is no relationship between leadership

style and lecturer performance at STIKES Muhammadiyah Manado, because in this study the sample is small, in the situational case the lecturers have finished teaching straight home, there are still lecturers who are not active in designing or conducting research both in groups and independently, and there are those who are not active in conducting extension activities that are beneficial to the community or in this case do not carry out community service applications. The Odd Ratio value from the cross tabulation obtained (OR) = 2.583 indicates that good leadership has twice the chance to make lecturer performance better.

Leadership is basically the process of influencing others. In addition, leadership also means the ability to influence, move, and direct an action on a person or group of people for a specific purpose. In an effort to influence this, a leader applies different styles in each situation. Leadership styles are various patterns of behavior favored by leaders in the process of directing and influencing their workers / employees. Based on this understanding, it is revealed that what a superior does has an influence on his subordinates, especially it can arouse enthusiasm for work and vice versa. Leadership that is played well by a leader is able to motivate employees to work better, this will make employees more careful in trying to achieve the targets expected by the company, so that this has an impact on their performance (Hendriawan, 2014) [9]. This statement is in accordance with the results of research from Agustiningrum, *et al.* (2012) [1], and Ramlawati (2016) which revealed that leadership style has a positive and significant effect on employee performance, which means that the better / higher the leadership style of a leader, the higher the employee's performance. .

This research shows that most of the lecturers at STIKES Muhammadiyah Manado have working duration > 5 years. According to the theory of Stoufer and Suwandi (2017), it shows that the longer a person works, the lighter the work stress will be because the person is experienced and responsive in dealing with work problems. This study shows that most of the lecturers at STIKES Muhammadiyah Manado have a response age of 46-55 years. This age group tends to be responsible for his actions, attitudes, desires and is not dependent on other people. This is in line with the research of Hasibuan (2019) [8], which argues that the age of individuals has physical, mental conditions, work abilities, performance and responsibility.

This research shows that the majority of lecturers at STIKES Muhammadiyah Manado are female. There is no difference in ability between men and women, lecturer performance does not have a tendency to gender because all components require critical thinking skills and skills. This research shows that most of the lecturers at STIKES Muhammadiyah Manado are S2 respondents. A person's education level has an effect in responding to something that comes from outside. Highly educated people will be more rational and creative and open to accepting various reform efforts. Gilmer in Frazer (1992) states that the higher a person's education, the easier it is for someone to think broadly, the higher the initiative power and the easier it is to find efficient ways to complete their work well. Researchers argue that the level of education greatly affects a person in taking action or work as well as a lecturer, the higher the level of education of the lecturer, the better the performance. Lecturer performance is closely related to the results of

one's work in higher education organizations. The results of the work can be related to quality, quantity, and timeliness, while lecturer performance is influenced by ability/education, motivation, environment, discipline, regulations, and most importantly influenced by leadership in the college.

Effective leadership can influence people to move towards the same goal not because they are ordered to do it but make them want to move on their own accord, for that a leader must be able to build commitment from his group, namely by giving motivation, enthusiasm, and teamwork (Tappen, Weiss & Whitehead, 2014). The results of this study are also in line with research conducted by Purwanto (2017), The Influence of Leadership on Lecturer Performance in Higher Education, the regression results show that the correlation coefficient is 0.829, which means that the lecturer performance variable is 82.9%, the relationship between leadership variables. Based on these statements and research results, it can be interpreted that the better the leadership style of a leader, and the higher the employee's work motivation, the higher or better the employee's performance tends to be.

The Relationship between Work Motivation and Lecturer Performance at STIKES Muhammadiyah Manado

Work motivation is a very important element in achieving the goals and objectives of an organization (Siagian, 2015) [28]. Motivation is an effort made by someone to meet unmet needs in achieving goals or awards. Efforts to meet these needs and wants continuously motivate a person to a certain degree (Marquis & Huston, 2013) [14]. In addition to the things above, performance is also influenced by the character of a leader who is motivated, behaves and has a professional leadership spirit. According to Robbins, as quoted by Moeheriono (2012), it is explained that performance is a function of the interaction between abilities, motivation. The results of the research from (Yuyun Yunarti, *et al.* 2017) The title "The Effect of Work Motivation on Lecturer Performance at STAIN Jurai Siwo" The results of the research obtained a significant value of 0.000 less than 0.5%, namely that high work motivation will have an impact on the performance of lecturers who high anyway. The results of this study are in line with this study with work motivation having a positive and significant effect on lecturer performance.

Hasibuan (2010) [8] states that motivation is a way to encourage employee morale, so that they are willing to work hard by exerting all their abilities and skills to achieve organizational goals. This opinion indicates that work motivation has an influence on employee performance. This is in accordance with the theory put forward by Rivai (2017) [22] in Supriadi (2013) which shows that the stronger work motivation, the higher employee performance. This means that any increase in employee motivation will provide a very significant increase in employee performance in carrying out their work. Opinions or statements from Rivai (2005) in Supriadi (2015) are in accordance with the results of research from Tampi (2014) [36] and Guterres and Supartha (2016) [6], which state that work motivation has a positive effect on employee performance.

Research shows that the length of work of lecturers at STIKES Muhammadiyah Manado is mostly > 5 years. The theory of Robbins (2003) states that the longer the working

period, the lecturers will produce high productivity. The results of this study and the theory put forward by several experts, the researchers assume that the longer the working period, the better the motivation and performance of the lecturers in carrying out their duties.

This research shows that most of the lecturers at STIKES Muhammadiyah Manado are 46-45 years old. Where this age group is included in the adult age group according to WHO. According to Yuyun Yuniarti (2013) this age group usually provides good cooperation if given an understanding of the actions to be taken against them. The study shows that of the 43 lecturer respondents at STIKES Muhammadiyah Manado, most of them were female, namely 27 people (62.8%). According to Hollup (2009) in Praninigum (2015), he argues that in carrying out a professional role, gender issues should not be concerned with, but the perception of women dominating the world is still very strong. Researchers assume that there is no difference in the abilities of men and women in work motivation and performance of a lecturer.

The Relationship between Leadership Style and Work Motivation with Lecturer Performance at STIKES Muhammadiyah Manado

Based on the results of the multivariate analysis test, it was found that from the results of the logistic regression test where the two variables of leadership style and work motivation were jointly related to the performance of lecturers at Stikes Muhammadiyah Manado, this was evidenced by the logistic regression results obtained by the variable value of leadership style p-value <0.05 (p = 0.000) and work motivation variable p-value <0.05 (p = 0.000). Simultaneously, the relationship between leadership style and work motivation with lecturer performance at Stikes Muhammadiyah Manado.

The leadership style applied by the leadership at Stikes Muhammadiyah Manado, namely by providing opportunities for lecturers if they want to express opinions and involve in decision making. The leadership is also close to the lecturers and is wise in using authority and has a pleasant character, such as joking and always providing good instructions and solutions to work problems, which reflect leadership style and work motivation, both related to lecturer performance. The results of this study are in accordance with the results of research from Agustiningrum, *et al.* (2012) [1], Tampi (2014) [36], Guterres and Supartha (2016) [6], and Ramlawati (2016) which state that leadership style and work motivation are simultaneously related to employee performance. Based on the results of this study it can be concluded that the better the leadership style of the leadership, and the better the work motivation of the lecturers, the better or better the performance of the lecturers at Stikes Muhammadiyah Manado.

Conclusion

Based on the results of research on leadership styles and work motivation with the performance of lecturers at STIKES Muhammadiyah Manado, several conclusions can be drawn. The conclusion is presented as follows:

1. There is no relationship between leadership style and lecturer performance at STIKES Muhammadiyah Manado, based on the results of the Chi-square test it has a frequency value, then the reading of the results in the 2x2 Fiser table; s Exact Test (p) = 0.308, the value

of $\rho = 0.308$ is obtained which means greater from $\alpha = 0.05$ thus it is said that H_a is rejected and H_0 is accepted.

2. There is a relationship between work motivation and the performance of lecturers at STIKES Muhammadiyah Manado, based on the results of the Chi-square test it has a frequency value, so the reading of the results in the 2x2 table Fisher's Exact Test (ρ) = 0.000 which means it is smaller than $\alpha = 0.05$, thus it says that H_a is accepted and H_0 is rejected.
3. There is a simultaneous relationship between leadership style and work motivation with the performance of lecturers at STIKES Muhammadiyah Manado, if the work motivation of the lecturers is good, the performance is good.

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