

## The Influence of Leadership and Work Stress on Employee Performance



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**ABSTRACT:** The government, which is synonymous with the state apparatus which functions as a public servant in addition to being a state servant, is obliged to provide good services to the community. In a bureaucratic context, human resources will have an impact on public services which are expected to lead to good governance. This research aims to determine and analyze the influence of leadership and work stress on employee performance. The data used in this research is primary data obtained through distributing questionnaires. The population in this study was all 80 employees at the Jember Regency Regional Disaster Management Agency (BPBD). The sampling technique or method used is a saturated sample. To find out the description of the respondents, descriptive analysis was used. Validity and reliability tests were also used in this research. The direct effect test was also used in this research. The research results state that leadership and work stress have a significant effect on employee performance.

**KEYWORDS:** leadership; work stress; employee performance.

### INTRODUCTION

The government, which is synonymous with the state apparatus which functions as a public servant in addition to being a state servant, is obliged to provide good services to the community, because providing public services is one manifestation of the function of the state apparatus. The State Apparatus as a service provider for the community is also responsible for public service functions in Indonesia which directs its goals towards public service, thinking about and trying to achieve the target of serving the entire community at various levels (Dwiyanto, 2023).

Humans in every organization, both government and private, are the most important asset in achieving predetermined goals (P. Siagian, 2009). The behavior of humans or employees of the organization, whether at the level/position as leaders or subordinates, is important because it will greatly influence the achievement of organizational goals (Azhad et al., 2015). In a bureaucratic context, human resources will have an impact on public services which are expected to lead to good governance (Solong, 2020). The State Civil Apparatus (ASN) is one of the elements that holds responsibility in an organization, whether in planning, implementing and mobilizing as well as acting as a supervisor in the development of this nation. ASN in government agencies from central to regional levels is the bone of national development. The success or failure of government and development activities is largely determined by the ability and performance of employees (Pandiangan, 2019).

Performance refers to the level of success in carrying out tasks and the ability to achieve set goals (Robbins & Judge, 2019). Performance is declared good and successful if the desired goals can be achieved well (Qomariah, 2020). Performance is the utilization or use of employee resources effectively and efficiently, the accuracy or harmony of the use of methods or ways of working compared to the tools or time available in order to achieve goals. According to the Indonesian Institute of Administration, performance is a description of the level of achievement of an activity, program, policy in realizing an organization's goals, objectives, vision and mission (Dwiyanto, 2023). This was emphasized by Simamora (2019) who stated that performance is an activity related to the elements involved in the process of producing an output. A person who has high performance will show a positive attitude towards his work.

Gambaran mengenai pencapaian kinerja pelayanan perangkat daerah Badan Penanggulangan Bencana Daerah (BPBD) Kabupaten Jember dapat dilihat dari indikator kinerja yaitu berkurangnya jumlah korban bencana, berkurangnya kerugian akibat bencana, dan kesiapan masyarakat menghadapi bencana. Berdasarkan data tentang target serta realisasi Badan Penanggulangan Bencana Daerah (BPBD) Kabupaten Jember cukup baik dengan apa yang telah dicapai selama kurun waktu 5 tahun yaitu dari 2019-2023 terjadi peningkatan realisasi sasaran strategis. Namun realisasi sasaran strategis masih belum

## The Influence of Leadership and Work Stress on Employee Performance

teralisasi sepenuhnya, sehingga harus menjadi perhatian pimpinan dan mendiskusikan dengan para bawahan apa yang menjadi kendala dan dapat menjadi bahan evaluasi untuk tahun yang akan datang. Pencapaian realisasi sasaran strategis pada BPBD Kabupaten Jember merupakan bentuk dari pencapaian kinerja organisasi yang tentunya tidak dapat dilepaskan dari kinerja pegawai.

Siagian (2019) stated that performance is influenced by several factors, including leadership. Success or failure in carrying out duties and administering government in a government organization is determined by leadership. Through leadership and supported by adequate government organizational capacity, the implementation of good governance will be realized, on the other hand, weakness in leadership is one of the causes of the collapse of bureaucratic performance in Indonesia (Dwiyanto, 2023). Research that provides evidence of the significant influence of leadership on employee performance includes Atikah & Qomariah (2021); Tanjung et al. (2020); and Schwepker & Dimitriou (2021), (Purba et al., 2023), (Hadiana & Sari, 2019), (Muizu et al., 2019), (Chandra et al., 2020), (Fikri & Setiawati, 2021), (Ayuningtyas & Utami, 2019), (Qomariah, Hermawan, et al., 2020), (Khan et al., 2021), (Abbas et al., 2020), (Hafifi et al., 2018), (Majali et al., 2022), (Lapatta & Temaluru, 2023), (Riyadi, 2020), (Udin et al., 2022), (Mohammad et al., 2022), (Ishak et al., 2019), (Kurniawati & Tobing, 2019), (Arijanto et al., 2022), (Yohana et al., 2020), (Priyono et al., 2018), (Listiani et al., 2020), (Andriani et al., 2018), (Bakker et al., 2022) (Qomariah, et al., 2020), (Puspitasari et al., 2024), (Qomariah, Estiningsih, et al., 2022), (Senjaya & Anindita, 2020), (A. Setiawan et al., 2022), (Alamanda et al., 2022), (Mulyadi et al., 2023), (Thamrin et al., 2024), (Wiguna et al., 2022), (Darmanto & Supriyadi, 2022), (Qomariah et al., 2021), (Triasmawan et al., 2023), (Kurniawan et al., 2021), (Diah et al., 2024), (Nursaid et al., 2022), (Qomariah, Janah, et al., 2023), (Qomariah, et al., 2020), (Qomariah, et al., 2023), (Prasetyo et al., 2024). Inconsistent research results were obtained by Harijanti et al. (2021); and Hafni et al. (2022), (Priyono et al., 2019), (Qomariah, 2012), (Bonaparte do Rêgo et al., 2017), (Siswanti & Muafi, 2022), (Panjaitan & Kristiana, 2019), (Qomariah, Lusiyati, et al., 2022), (Y. Setiawan et al., 2022) which states that leadership has no significant effect on employee performance.

Competition and increasingly high demands for professionalism give rise to many pressures that individuals must face in the work environment. Pressure that arises and continues continuously has the potential to cause anxiety. The very detrimental impact of anxiety disorders that are often experienced by society and the workforce is called stress (Zainal et al., 2018). According to Robbins & Judge (2019), stress is a dynamic condition where an individual is confronted with an opportunity, constraint, or demand that is related to what he or she really wants and the outcome of which is perceived as uncertain and important. Empirical research that finds evidence of the influence of work stress on employee performance includes Schwepker & Dimitriou (2021); and Sari et al. (2022). Different research findings were obtained by Wibowo et al. (2021) and Ahmad et al. (2019) which states that work stress does not have a significant effect on employee performance.

Referring to the description that has been presented, this research aims to determine and analyze the influence of leadership and work stress on employee performance at the Jember Regency Regional Disaster Management Agency (BPBD).

## LITERATURE REVIEW

### Human Resource Management

Human Resource Management (HRM) develops various techniques and tactics on how to manage employees in a company by increasing their commitment to the organization, working together through the concept of effective work teams, developing leadership and being able to motivate employees to improve individual employee performance (Azhad et al., 2015). Human Resources Management carries out recruitment, selection, placement, development, maintenance and assessment of work results by placing them in positions related to the company's strategic goals.

### Employee Performance

Performance is often interpreted as the achievement of tasks, where employees at work must comply with the organization's work program to show the level of organizational performance in achieving the organization's vision, mission and goals. In the Indonesian Dictionary, the meaning of performance is stated as "(1) something that is achieved; (2) demonstrated achievements; (3) work ability". According to Eulin (2019), work performance or achievement is defined as: "an expression of ability based on knowledge, attitudes and skills and motivation in producing something". Meanwhile, according to Solong (2020), "Performance is a translation of performance which means work performance, work implementation, work achievement, work performance or work appearance."

### Work Stress

The definition of stress is stated by experts as a dynamic condition in which individuals face opportunities, obstacles, or demands related to what they really want and the results are perceived as uncertain but important (Robbins & Judge, 2019). According to Manalu (2023), stress is a dynamic condition where a person is faced with a confrontation between opportunities,

## The Influence of Leadership and Work Stress on Employee Performance

obstacles or demands for what they want and the results are perceived as uncertain and important. Simamora (2019) stated that work stress is a condition of tension that creates physical and mental balance, which affects the emotions, thought processes and condition of an employee. Work stress can be conceptualized from several points of view, namely as a stimulus, stress as a response, and stress as an interaction between the individual and the environment (Simamora, 2019). Stress as a stimulus is an approach that focuses on the environment and describes stress as an independent variable. Meanwhile, stress as a response focuses on a person's reaction to stressors and describes stress as a dependent variable.

### Leadership

Leadership comes from the word "pimpin" which means to guide, guide, then the word "lead" was born which means to guide or direct, while leadership is a social process in which a person has a deliberate influence on others to structure activities and relationships within a group or organization (Yukl, 2020). Meanwhile, according to Suwatno (2019), leadership is the process of influencing the activities of a person or group of people to achieve goals in certain situations. In general, each expert tries to provide an explanation and interpretation of leaders and leadership by stating several aspects, including background, reasons for the emergence of leaders, type of leader or style.

### RESEARCH METHODS

This research can be classified as explanatory research. According to (Sugiyono, 2017), explanatory research is a research method that aims to explain the position of the variables studied and the influence between one variable and another, usually between the independent variable and the dependent variable. The population in the study were 80 employees at the Jember Regency Regional Disaster Management Agency (BPBD). Sampling was carried out using a saturated sample. Panel research variables can be identified as exogenous variables (X) including leadership (X1) and work stress (X2). Endogenous variable (Y) is employee performance (Y). In this research, descriptive analysis of respondents was carried out. Analysis of validity tests and reliability tests was also carried out to test the measuring instruments used in this research. To determine the impact of the independent variable on the dependent variable, a direct influence test is used, namely the research hypothesis test.

### RESULTS AND DISCUSION

#### Descriptive Analysis of Research Respondent Demographics

Based on the results of descriptive analysis, research shows that the majority of Jember Regency BPBD staff are male, 66 people or 82.5%. In general, Jember Regency BPBD staff are in the productive age group, so this is a factor that supports the achievement of optimal employee performance. The results of the research descriptive analysis in terms of education level show that the majority of staff have a high school/equivalent educational background (45.0%). Judging from the aspect of educational background, technical qualifications or competencies at BPBD Jember Regency are not completely adequate because they are still dominated by employees with high school education.

#### Validity Test Results

Validity test results for leadership variables and indicators, work stress and employee performance are presented in Table 1 below.

**Table 1. Table of Validity Test Results**

No	Variable	Indicator	Loading Factor	Results
1	Leadership (X1)	X1.1	0,853	Valid
		X1.2	0,813	Valid
		X1.3	0,774	Valid
		X1.4	0,768	Valid
		X1.5	0,739	Valid
		X1.6	0,808	Valid
		X1.7	0,804	Valid
		X1.8	0,778	Valid
3	Job Stress (X2)	X2.1	0,731	Valid
		X2.2	0,844	Valid
		X2.3	0,825	Valid
		X2.4	0,834	Valid
		X2.5	0,832	Valid
4	Employee Performnce (Y)	Y1	0,786	Valid

## The Influence of Leadership and Work Stress on Employee Performance

		Y2	0,815	Valid
		Y3	0,763	Valid
		Y4	0,729	Valid
		Y5	0,728	Valid
		Y6	0,798	Valid
		Y7	0,813	Valid
		Y8	0,829	Valid

Based on the calculations presented in Table 1, the results can be concluded that all construct variables have a value above 0.7 so they meet the criteria for the validity of a construct.

### Reliability Test

The results of the data reliability test in this research are presented in Table 2, below.

**Table 2. Reliability Test Results**

No	Variable	Composite Reliability	Results
1.	Leadership (X1)	0,931	Reliable
2.	Job Stress (X2)	0,907	Reliable
3	Employee Performnce (Y)	0,921	Reliable

The reliability test results presented in Table 2 show that the reliability value of the variables in this study has a value above 0.6, so it meets the reliability criteria for a construct.\

### Direct Effect Test Results

The test results of the influence of the independent variable on the dependent variable are presented in Table 3, below.

**Table 3. Direct Effect Test Results**

Relationship Between Variables	Coefficient Value	P-value	Results
Leadership → Employee Performance	0,601	<0,001	Accepted
Job Stress → Employee Performance	-0,194	0,035	Accepted

## DISCUSION

### The Influence of Leadership on Employee Performance

The research results show that leadership has a significant influence on employee performance. So the hypothesis which states that leadership has a significant effect on the performance of BPBD Jember Regency employees is proven to be true or H1 is accepted. This means that if leadership gets better, it will improve employee performance. Robbins & Judge (2019) stated that leadership is the ability to influence a group towards achieving goals. Leadership style basically emphasizes respecting individual goals so that individuals will have confidence that actual performance will exceed their performance expectations. A leader must apply a leadership style to manage his subordinates, because a leader will greatly influence the success of the organization in achieving its goals. It can be said that leadership plays a very dominant role in the success of an organization in carrying out its various activities, especially seen in the performance of its employees (P. Siagian, 2009). Employee performance is the result of an employee's work or activities in quantity and quality to achieve organizational goals which are their duties and responsibilities where ASN's task is to provide the best possible service to the community.

### The Effect of Job Stress on Employee Performance

The research results show that work stress has a significant influence on employee performance. So the hypothesis which states that work stress has a significant effect on the performance of Jember Regency BPBD employees is proven to be true or H2 is accepted. This means that if work stress is higher, it will reduce employee performance. Manalu (2023) states that stress can be helpful or functional, but it can also play a wrong role (dysfunctional) or damage work performance. In simple terms, this means that stress has the potential to encourage or interfere with work performance, depending on the level of stress. If there is no stress, there are no work challenges, and work performance tends to be low. In line with increasing stress, work performance

## The Influence of Leadership and Work Stress on Employee Performance

tends to increase, because stress helps employees to direct all resources in meeting various job requirements or needs. Stress is a healthy stimulus to encourage employees to respond to work challenges. If stress has reached its "peak", which is reflected in the employee's ability to carry out daily work, then additional stress will tend not to result in improved work performance. Finally, if stress becomes too great, work performance will begin to decline, because stress interferes with work implementation. The relationship between work stress and employee performance was also explained by Robbins & Judge (2019) who stated that "a lot of research has investigated the stress-performance relationship. The most widespread pattern studied in the stress-performance literature is the inverted-U relationship. Based on the explanation above, it can be understood that the influence of stress on performance is positive and negative. According to Ahmad et al. (2018) stress that is too low or too high can cause low (not optimal) levels of achievement (performance).

### CONCLUSION, LIMITATIONS, IMPLICATION

The conclusion of this research refers to the test results which found that leadership influences employee performance. Work stress has a significant effect on employee performance. The object of this research is only limited to Jember Regency BPBD employees, so generalization results have not been achieved. Further research can be carried out with broader objects (regional or national). The next limitation relates to the need for a questionnaire that involves qualitative aspects to explain how leadership and workload influence work stress and employee performance. The findings of this research provide practical implications, namely that Jember Regency BPBD institutions are required to be able to manage aspects of leadership, work stress and employee performance. These three aspects will become important capital for the Jember Regency BPBD institution to encourage optimal employee performance. As for the theoretical implications, this research opens up opportunities for a future research agenda to develop existing concepts related to organizational behavior, especially work stress and employee performance.

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## The Influence of Leadership and Work Stress on Employee Performance

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