



The Influence Of Leadership Style And Work Stress On Employee Performance At Pamulang University

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Abstract : This study aims to determine the effect of leadership style and work stress on employee performance at Pamulang University. This study uses a descriptive method with a quantitative approach. The sample used in this study were Pamulang University employees totaling 100 people. In the test itself using the classical assumption test, simple and multiple linear regression analysis. To test the hypothesis using a partial t test, simultaneous F test and the coefficient of determination test. The results of this study indicate that leadership partially has a positive and significant effect on employee performance as evidenced by the value of $t_{count} > t_{table}$ (7.936 > 1.98447) and the significant value is $0.000 < 0.05$. Work stress partially has a positive and significant effect on employee performance as evidenced by the value of $t_{count} > t_{table}$ (5.268 > 1.98447) and the significant value is $0.000 < 0.05$. Leadership and work stress simultaneously have a positive and significant effect on employee performance as evidenced by the value of $F_{count} > F_{table}$ (37,188 > 3,09) and the significant level of probability is $0.000 < 0.05$. While the coefficient of determination is 39.1%, this shows that leadership and work stress simultaneously contribute to employee performance by 39.1% and the remaining 60.9% is influenced by other factors.

Keywords: Leadership Style, Job Stress, Employee Performance

INTRODUCTION

In this era, company quality is the most important thing in competition with other companies, and human resources are organizational assets that can improve organizational quality. The existence of human resources in a company plays a very important role, therefore the management of human resources must be carried out professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the company. Good resources are one of the important strategies so that companies can achieve success. Pamulang University is a company engaged in education that provides facilities to the general public, especially teenagers or parents, to continue to have a good

education. Pamulang University is in the South Tangerang area. Based on the author's observations, Pamulang University has performance problems such as a lack of discipline when employees come, rest or go home. In addition, there are other problems such as leadership style and work stress that exist in this company. The problem of leadership style referred to by the author is too flexible in leading so that employee performance is not properly controlled. Operating hours Monday to Friday are 09.00 WIB – 20.30 WIB while on Saturdays 09.00 – 15.30 WIB. The problem of work stress when employees work at night, with work assignments that are still piling up, performance tends to be more unproductive and causes conflict between students and employees, even causing complaints directed directly to superiors. With good performance, every employee can solve all organizational burdens effectively and efficiently so that problems that occur in the organization can be resolved properly. Companies that want to survive in the competition must also have competitive HR / employees in the current global era. Human resources are a very important factor in managing a company.

This is needed so that companies can manage their organization optimally so that it can support the achievement of company goals. Performance will also have an impact on the employees themselves. By having high performance, employees will be promoted, rewarded and respected. In addition, career opportunities for employees will also be much better than employees with low performance (Van Scotter et.al. 2000). Demonstrating high performance when getting work done can be a source of satisfaction, a feeling of accomplishment at work, and self-esteem. What's more, high-performing employees get promoted and rewarded. Employees with high performance have better career opportunities compared to employees with average or low performance. High or low employee performance is the key to success for a company. This is because environmental changes are very dynamic and uncertain, causing the level of organizational competition to become increasingly sharp and even leading to a situation known as hyper-competition, and also the interest of various groups in performance issues, especially because performance is a reliable measurement tool to find out development and progress of an organization. The first factor that can affect the level of employee performance is leadership style. Companies need an effective leadership style because in addition to depending on the reliability and ability of employees to operate work units in an organization, effective leadership and the influence and role of leadership are needed because organizational success is determined by leadership that is developed for organizational achievement.

Law No. 13 of 2003 concerning Manpower in Article 86 (1) states that every worker/laborer or employee have the right to obtain protection for safety and occupational health, morals and decency, treatment according to dignity and human dignity and religious values, then the company must carry out occupational health and safety efforts. According to data from the World Organization Health (WHO) in 2014, in many In the country, 8% of work-related illnesses are depression. Research results in 2014 found that there were 440,000 cases of stress due to work in the UK with an incidence of 1,380 cases per 100,000 workers who experience stress due to work. By 35% due stress work is fatal and an estimated 43% of workdays are lost. Based on the health statistics survey of Western Australia it is stated that male workers lose approximately 50.8 workdays and female workers lost approximately 58.5 days of work.

Based on the results of the survey and the author's observations that have been carried out, there is no leader at Pamulang University. Pamulang University is a company engaged in the education sector that provides facilities to the general public, especially teenagers or parents, to continue their good education. Pamulang University is in the South Tangerang

area. Based on observations, Pamulang University has performance problems such as a lack of discipline when employees come, rest or go home. This can happen because of a less assertive leadership style, a lack of providing direction and solutions to the work given and a lack of communication between leaders and employees. As well as being too flexible in leading so that employee performance is not properly controlled. The following leadership assessment in 2021 can be seen in table below:

Table 1.
Pamulang University Leadership Assessment 2021

Leadership			
No	Assessed Elements	Nilai	Criteria
1	Leadership	70	Good
2	Motivator	50	Bad
3	Coordination and Cooperation	85	Good
4	Communication	55	Sedang
5	Ketegasan	50	Bad
	Amount	310	
	Average value	62	Sedang

Criteria : ≤ 50 (bad), ≤65 (sedang), ≤80 Good, >80 (very Good)

Source: Research data, 2022

In addition to leadership style, employee performance can also be influenced by other things, namely work stress. The findings show that job stress brings subjective effects such as feeling worthless and being subjected to harassment at work, unclear work roles, fear of having a job, exposure to traumatic events, etc. Based on the explanations described above, the writer is interested in conducting research with the title: "The Influence of Leadership Style and Job Stress on Employee Performance at Pamulang University"

METHODS

The type of research in this thesis is a quantitative research with a descriptive approach. Quantitative method is a research procedure that produces descriptive data in the form of written or spoken words from research informants and the observed behavior of research objects. In this study, no treatment was added or subtracted from data acquisition in the field. This study described a symptom, condition and nature of the situation as it was without any manipulation at the time the field investigation was carried out. The purpose of this study is to describe the variables or conditions of the observed objects as they are without any manipulation. The quantitative method is used to explain the effect of the independent variable on the dependent variable, this study also uses a survey method. The data collected as a result of the research were analyzed using statistical methods. Through this research it is hoped that it will be known whether leadership style and work stress affect the performance of employees at Pamulang University.

1. Operational Research Variables

The operational definition of a variable is a dimension given to a variable by giving meaning or specifying activities or justifying an operation needed to measure that variable. Defining the notion of a variable is everything in whatever form is determined by the researcher to study it so that information is obtained, it is then drawn a conclusion. While the theoretical understanding of variables is: A variable is an attribute of a person or object that has "variations" between one person and another or an object

with another object. In this study the authors measured the presence of a variable using research instruments. After that the writer will continue the analysis to look for the influence of a variable with other variables. According to Sugiyono (2014), based on the relationship between one variable and another. The research variables consist of two kinds, namely: dependent variables or variables that depend on other variables, and independent variables or variables that do not depend on other variables.

2. The variables used in this study are

Independent Variable (Independent variable) and The independent variable denoted by (X) is the variable that influences the dependent variable, both having a positive and negative effect. In this study, the independent variables consist of:

- a. Leadership style
- b. work stress

3. Data collection technique

Interviews were conducted with the company during the pre-survey, in this case the Pamulang University Campus, knowing the problems related to the research topic. Interviews were conducted with several employees at Pamulang University. Apart from problems, the data obtained is attendance data and employee absenteeism data to determine employee performance.

4. Questionnaire

The questionnaire is a data collection technique that is carried out by giving a set of written questions to the respondent to answer. In this case the respondent only answered by giving certain marks to the alternative answers provided. In this scale research, the measurement scale used is the Likert scale, which is a scale used to measure the opinions of people or groups of people about social phenomena, writing quantitative analysis using questions and scores

5. Classic assumption test

In carrying out a statistical analysis of the data from the variables to be examined before carrying out the analysis process, it is necessary to submit the data to be used in the analysis, namely by conducting a pre-analysis test using the classical assumption test. The classic assumption test consists of:

6. Data normality test

Normality test aims to determine whether each variable is normally distributed or not. According to The Normality test is required to perform the t test and f test assuming that the residual values follow a normal distribution. To detect the existence of a normal distribution, you can see the spread of data on the diagonal axis and graphs, with the basis for making decisions as follows:

- a. If there is a spread around the diagonal line and follows the direction of the diagonal line, then the regression model meets the normality assumption.
- b. If the data spreads away from the diagonal line or does not follow the direction of the diagonal line, then the regression model does not meet the normality assumption

7. Multicollinearity test

The multicollinearity test is a correlation test between independent variables, where a good regression model does not have a correlation between the independent variables according to The multicollinearity test aims to determine whether the regression model found a correlation between the independent variables. The method used to determine multicollinearity in regression is to pay attention to the tolerance value and VIF (inflation factor variant) of each independent variable, with a low tolerance value the same as a

high VIF (because $VIF = 1/\text{tolerance}$) and the value commonly used to indicate the existence of multicollinearity is with a tolerance value of > 0.10 or the same as a VIF value < 10 .

8. Heteroscedasticity test

This test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. A good regression model is homoscedasticity, namely the variance of the residual from one observation to another but to detect or by looking at the calculation graph between the predicted value of the level variable (spread) and the residual (secid). The way to see the existence of heteroscedasticity in this study is to use a graphic plot between SRESID and ZPRED where the Y axis is the predicted Y and the residual X axis (Y predicted – Y actually) has been studentized. The basis for decision making is as follows:

- a. If there is a certain pattern, such as dots that form a regular pattern (wavy, widens then narrows) then heteroscedasticity occurs.
- b. If there is a clear pattern, such as points that spread above and below zero on the Y axis, this indicates that heteroscedasticity does not occur

RESULT AND DISCUSSION

Pamulang University was founded in 2000 by the Prima Jaya Foundation chaired by Drs. Wayan. However, due to the inability of the Prima Jaya Foundation to manage a university, they transferred ownership and management to the Sasmita Jaya Foundation in early 2005. After changing management, the goals to be achieved by Pamulang University changed too. The goal of the Sasmita Jaya Foundation is to create an educational facility that is cheap and affordable by all levels of society without forgetting the quality of education itself.

To support lecture activities, Pamulang University has provided various kinds of facilities such as laboratories and libraries. With the implementation of low-cost education at Pamulang University, we as the Sasmita Jaya Foundation hope that all levels of society in Indonesia can enjoy education at college. With the education of all levels of Indonesian society, it will automatically reduce the level of ignorance and poverty as well as increase the marketability and self-esteem of the Indonesian people. Therefore, Pamulang University always appoints teaching staff and administrative staff who are competent in their fields. Pamulang University also always makes developments in the field of curriculum that are tailored to the needs of the world of work, so that all graduates of Pamulang University can be well received in the world of work. In addition to supporting lecture activities, Pamulang University has provided various facilities such as laboratories and libraries

Data Quality Test

The validity test is measured by calculating the correlation between the scores of each item and the total score using the correlation technique product moment. Each statement is compared with the value of r results with the value of r tables with the condition that if r results $> r$ tables then the statement is valid whereas if r results $< r$ tables then the statement is invalid. To determine the value of r table from table r , using the formula $Df = (N-2)$. In this study the value of $df = 100 - 2 = 98$, and the error rate of this study is 5%. So the r table value is 0.1966. The results of the Calculation of Leadership Validity Test (X1), Job Stress (X2) and Employee Performance (Y) can be seen in the table 2 below:

Table 2.
Leadership Variable Validity Test Results

No	Statement Points	rhitung	rtabel	description
1	X1.1	0.619**	0.1966	Valid
2	X1.2	0.579**	0.1966	Valid
3	X1.3	0.581**	0.1966	Valid
4	X1.4	0.575**	0.1966	Valid
5	X1.5	0.562**	0.1966	Valid
6	X1.6	0.583**	0.1966	Valid
7	X1.7	0.587**	0.1966	Valid
8	X1.8	0.608**	0.1966	Valid
9	X1.9	0.603**	0.1966	Valid
10	X1.10	0.581**	0.1966	Valid

Source: Research data, 2022

Classic assumption test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution. In this study, two methods were used to test the Normality Test, namely the Kolmogorov-Smirnov Test Method and the P-Plot Method. Based on the calculations, the results obtained for testing with the first method, namely the Kolmogorov-Smirnov method, with the results can be seen in table 3 below.

Table 3.
Kolmogorov-Smirnov Method Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	3,74709379
Most Extreme Differences	Absolute	0,063
	Positive	0,063
	Negative	-0,052
Test Statistic		0,063
Asymp. Sig. (2-tailed)		.200 ^{c,d}

Source: Research data, 2022

Based on the table above, it shows that the significance value obtained is 0.200, where the value is greater than 0.05 so it can be concluded that this research model has a normal data distribution. The Normality Test is useful for determining the data that has been collected is normally distributed or taken from the normal population. The classic method of testing the normality of data is not that complicated. Based on the empirical experience of several statisticians, data with more than 30 digits ($n > 30$) can be assumed to be normally

distributed. Usually said to be a large sample. For the second Normality Test using the P-Plot graphic method. The results for the Normality Test with the P-Plot Method can be seen in Figure 1 below:

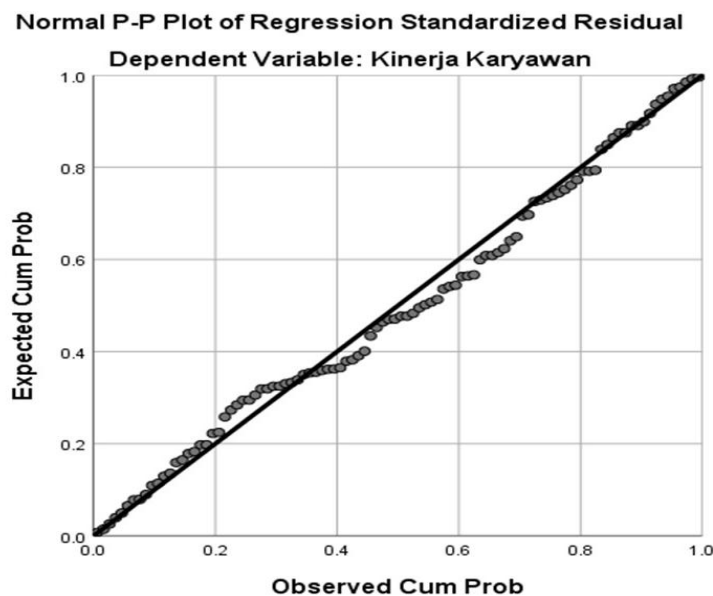


Figure 1. P-Plot Method Normality Test Results

Based on the normal P-Plot graph, it can be seen that the dots spread around the diagonal line, and their distribution follows the direction of the diagonal line. So it can be concluded that the normality test results of the P-plot method show that the regression model is feasible to use because it fulfills the assumption of normality. test for normality, namely by analyzing the histogram graph and the Normal P-Plot. However, graphical analysis has a weakness, namely the results cannot be confirmed, especially if the number of samples in the study is small. For the histogram, if the histogram graph depicts a distribution pattern that does not slant to the right and to the left, but is right in the middle like a bell shape, then the results indicate that the data is normally distributed. This means that the data in this study are normally distributed.

The Influence of Leadership (X1) on Employee Performance (Y) at Pamulang University

Based on the results of the study showed that, There is a positive and significant influence between Leadership (X1) on Employee Performance (Y) for Pamulang University employees. This is proven by the simple linear regression equation which is $Y = 13,763 + 0.674X1$ and the coefficient of determination is 0.391 or 39.1%, which means that 39.1% of leadership influences employee performance and the remaining 60.9% is influenced by factors outside this variable. Meanwhile, the tcount value is 7.936. The significance value is 0.000. because the value of tcount is greater than ttable ($7.936 > 1.98447$) and the significant value is less than 0.05 ($0.000 < 0.05$) it can be concluded that H_0 is accepted and H_a is rejected. The results of this study are in line with the results of previous research conducted by Tomy Sun Siagian and Hazmanan Khair (2018) entitled The Influence of Leadership Style and Work Environment on Employee Performance at PT. PLN (Persero) North Sumatra

Development Main Unit. The results of the study show that leadership has a significant effect on employee performance.

Effect of Job Stress (X2) on Employee Performance (Y) Pamulang University

Based on the results of the study, there is a positive and significant influence between Job Stress (X2) on Employee Performance (Y) to Pamulang University employees. This is evidenced by the simple linear regression equation which is $Y = 20.326 + 0.533X_2$ and the coefficient of determination is 0.221 or 22.1%, which means that 22.1% of work stress affects employee performance and the remaining 77.9% is influenced by factors outside of this variable. Meanwhile, the tcount value is 5.268. Significance value of 0.000. because the value of tcount is greater than ttable ($5.268 > 1.98447$) and the significant value is less than 0.05 ($0.000 < 0.05$) it can be concluded that H_0 is accepted and H_a is rejected. The results of this study are in line with the results of previous research conducted by Yannik Ariyati and Ricky Mahendra (2019) with the title The Influence of Leadership Style, Motivation and Work Stress on Employee Performance at PT Enseval Putera Megatrading Tbk Batam Branch. The results of the study show that job stress has a significant effect on employee performance.

CONCLUSIONS

The results showed that, there was a positive and significant influence of Leadership (X1) on Employee Performance (Y) at Pamulang University, with a tcount of $7.936 > t$ table of 1.98447 and a significance level of probability Sig $0.000 < 0.05$. Simple linear regression equation $Y = 13.763 + 0.674(X_1)$. The coefficient of determination shows that leadership (X1) contributes to employee performance (Y) of 39.1% and the remaining 60.9% is influenced by other factors.

The results showed that, there was a positive and significant effect of Job Stress (X2) on Employee Performance (Y) at Pamulang University, with a tcount of $5.268 > t$ table of 1.98447 and a significant level of probability Sig $0.000 < 0.05$. Simple linear regression equation $Y = 20.326 + 0.533(X_2)$. The coefficient of determination shows that work stress (X2) contributes to employee performance (Y) of 22.1% and the remaining 77.9% is influenced by other factors.

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