

The Effect of Leadership Style and Work Stress on Employee Performance at Efarina University Pematangsiantar

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ABSTRACT

This research was conducted at Efarina University, Pematangsiantar. The purpose of this study was to determine the effect of leadership style and work stress on Efarina University employees, both partially and simultaneously. The population in this study were all Efarina University employees totaling 50 employees and the sample used in this study was 50 people. The method of determining the sample in this study was using the saturated sampling method (census). The data used were primary data and secondary data. The data analysis method used was the descriptive analysis method and the quantitative analysis method. The results showed that leadership style positively influenced the performance of Efarina University employees. Work stress positively influenced the performance of Efarina University employees. In a simultaneous test, leadership style and work stress had an influence on the performance of Efarina University employees. The magnitude of the influence of leadership style and work stress on the performance of Efarina University employees was 63.9% while the remaining 36.1% was influenced by other variables not examined in this study.

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1. INTRODUCTION

Every workplace is required to create high employee performance to develop a work agency. In the world of work, humans are required to be able to interact and become part of the organization where they work. An organization is a social unit that is consciously coordinated with a reactive boundary that can be identified, working continuously to achieve goals. Then the organization can be interpreted as an association of people whose efforts must be coordinated, composed of a number of interconnected and interdependent subsystems, working together on the basis of division of labor, roles and authorities, and having certain goals to be achieved. The success of an organization depends on its ability to manage the various resources it has, one of which is very important, namely human resources (HR). Human resources (HR) are always attached to the resources of any organization as a determining factor in its existence and role in contributing to the achievement of organizational goals effectively and efficiently. The availability of professional resources has become a strategic need for companies or organizations.

One of the important factors in supporting extensions in a company or organization in advancing quality and performance management is the competence of human resources. Human resources are one of the elements in an organization or company that has an important role, where the progress and decline of an organization depends on the achievements and performance of employees in the company or organization. According to Mangkunegara (2021:67) performance is

the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Suwatno and Priansa (2018) stated that performance is performance or performance performance. Performance can also be interpreted as work achievement or work implementation or work performance results. This research was conducted at Efarina University which is a private university located in Pematang Siantar. Where Efarina University has a staffing structure. The following is a table of employee performance assessments at Efarina University.

Table 1. Efarina University Employee Performance Assessment Data in 2021-2023

Performance assessment	Year 2021		Year 2022		Year 2023	
	Number of people	Percentage (%)	Number of people	Percentage (%)	Number of people	Percentage (%)
Very good	7	14.58%	9	16.98%	8	16%
Good	25	52.08%	28	52.83%	26	52%
Enough	13	27.08%	12	22.64%	10	20%
Not enough	3	6.25%	4	7.55%	6	12%
Total	48	100.00%	53	100.00%	50	100%

Source: Efarina University Human Resources Data, 2023

From the table above, it can be seen that there has been a decline in employee performance, namely in 2023 only 8 employees (16%) received a very good score compared to 2022 as many as 9 employees (16.98%). This is because there are still very few employees who meet the Company's operational standards (SOP) and employees still have difficulty in working together with their colleagues to achieve the targets set by the Company. The decline in performance also occurs because employees work with rules that are too complex, such as leaders providing supervision/monitoring that is too strict and regulations that are too rigid. The goal is indeed good to create a disciplined and orderly attitude for these employees, but regulations that are too rigid make employees underachieve in their work so that their performance decreases. So the achievement of Efarina University employee performance based on the table can be said to tend to decline.

The performance of each employee also depends heavily on the managerial abilities of the management (leaders) in leading all work, coordinating all their activities, and creating a conducive work climate. Leaders are key resources in any organization. Effective leaders will determine the life, death, progress and decline of an organization. According to (Sunyoto, 2019:24) leadership is a process of influencing the activities of individuals or groups to achieve goals. Therefore, the success or failure of employees in work performance can be influenced by the leadership style of their superiors. Leadership style is an important role of leaders in influencing, directing, and demonstrating their abilities so that company goals can be achieved as determined. (Hasibuan, 2019:162).

Researchers conducted initial observations at Efarina University, statements from several employees indicated problems related to poor leadership styles. Where the leadership figure often changes and in leading employees is not good, especially in unclear communication patterns that make employees misinterpret what they are ordered. The impact of these problems results in many gaps between employees and leaders so that it can reduce employee work results. And self-motivation in employees also decreases slightly due to poor leadership styles so that employees are less comfortable in their jobs. In line with what was stated by Darmawan, (2019) who stated that employee performance is influenced by external factors such as behavior, attitudes, and actions of coworkers, subordinates and leaders, work facilities and organizational climate. In Posuma's research (2013) which explains that leadership style makes a relatively large contribution to improving employee performance in the organization.

According to (Sunyoto, 2019:42) stress is something that is natural and experienced by anyone including employees. Stress experienced by employees can be caused by various factors, namely internal and external factors. (Sunyoto, 2019:44) excessive stress levels cause employees in a depressed condition to be unable to cope with tasks that are too dense. Therefore, organizations must be able to manage how stress that has a negative impact on performance is diverted to have a positive impact, however, the responsibility for managing this stress is not only borne by the organization but also individual employees. When associated with the duration and intensity of stress, it can be mild or severe, depending on how much the employee is able to deal with it. If the stress is mild, most people can handle it or at least can overcome its effects quickly, and vice versa.

If employees experience burnout (a situation where employees experience boredom, depression, and withdrawal from work) usually a person will experience emotional exhaustion, withdraw from socializing, become cynical about their career and feel their performance is low.

Based on the problems above, the author is interested in examining the problem in a scientific study entitled "The Influence of Leadership Style and Work Stress on Employee Performance at Efarina University, Pematangsiantar".

2. RESEARCH METHOD

The type of research is quantitative research and survey using. The data source in this study is primary data obtained through a questionnaire given directly to respondents regarding the influence of leadership style and work stress on the performance of employees of Efarina University Pematangsiantar. Measurement of the indicators of this research variable uses a Likert scale. The population to be studied in this study are all employees of Efarina University Pematangsiantar totaling 50 employees, the sampling method used in this study is the saturated sampling method, the number of samples in this study is 50 respondents. Data collection methods used in this study in the form of questionnaires, interviews and observations. Data analysis techniques use descriptive analysis and multiple linear regression analysis. with validity and reliability tests, T Test (Partial), F Test (Simultaneous) and Determination Coefficient Test (R²).

3. RESULTS AND DISCUSSIONS

Validity Test

Test The results of the validity test of the questionnaire items for each research variable are as follows:

Leadership Style Questionnaire

Table 2. Leadership Style Validity Test

Pertanyaan	r _{hitung}	r _{tabel} (N=50)	Keterangan	Kesimpulan
A1	0.570	0.273	r _{hitung} > r _{tabel}	Valid
A2	0.719	0.273	r _{hitung} > r _{tabel}	Valid
A3	0.601	0.273	r _{hitung} > r _{tabel}	Valid
A4	0.734	0.273	r _{hitung} > r _{tabel}	Valid
A5	0.759	0.273	r _{hitung} > r _{tabel}	Valid
A6	0.755	0.273	r _{hitung} > r _{tabel}	Valid
A7	0.567	0.273	r _{hitung} > r _{tabel}	Valid
A8	0.723	0.273	r _{hitung} > r _{tabel}	Valid
A9	0.805	0.273	r _{hitung} > r _{tabel}	Valid
A10	0.744	0.273	r _{hitung} > r _{tabel}	Valid

Source: Processed data results 2024

The table above shows that all questions for the Leadership Style variable have a calculated r value greater than the r table value. The conclusion is that all statements are valid.

Job Stress Questionnaire

Table 3. Job Stress Validity Test

Pertanyaan	r _{hitung}	r _{tabel} (N=50)	Keterangan	Kesimpulan
A1	0.822	0.273	r _{hitung} > r _{tabel}	Valid
A2	0.799	0.273	r _{hitung} > r _{tabel}	Valid
A3	0.799	0.273	r _{hitung} > r _{tabel}	Valid
A4	0.757	0.273	r _{hitung} > r _{tabel}	Valid
A5	0.606	0.273	r _{hitung} > r _{tabel}	Valid
A6	0.826	0.273	r _{hitung} > r _{tabel}	Valid
A7	0.675	0.273	r _{hitung} > r _{tabel}	Valid
A8	0.865	0.273	r _{hitung} > r _{tabel}	Valid
A9	0.801	0.273	r _{hitung} > r _{tabel}	Valid
A10	0.788	0.273	r _{hitung} > r _{tabel}	Valid

Source: Processed data results 2024

The table above shows that all questions for the Work Stress variable have a calculated *r* value greater than the *r* table value. The conclusion is that all questions are valid.

Performance Questionnaire

Table 4. Performance Validity Test

Pertanyaan	<i>r</i> _{hitung}	<i>r</i> _{tabel} (N=50)	Keterangan	Kesimpulan
A1	0.701	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A2	0.738	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A3	0.789	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A4	0.769	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A5	0.696	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A6	0.703	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A7	0.730	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A8	0.680	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A9	0.685	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid
A10	0.762	0.273	<i>r</i> _{hitung} > <i>r</i> _{tabel}	Valid

Source: Processed data results 2024

From the table above it can be seen that all questions are for the variables Performance has a calculated *r* value greater than the *r* table value, the conclusion is that all statements are valid.

Reliability Test

Table 5. Reliability Test of Research Instruments

No	Research Variables	Cronbach's Alpha Value	Conclusion
1	Leadership Style	0.768	Reliable
2	Job Stress	0.779	Reliable
3	Performance	0.773	Reliable

Source: Processed data results 2024

From the table above, it can be seen that the Cronbach's Alpha value of the three research variables is greater than 0.60, so it can be explained that the three instruments used in this study are reliable.

Multiple Regression Analysis of Leadership Style and Work Stress on Performance

To find out the Leadership Style Regression Equation and Work Stress Multiple linear regression techniques were used on performance using the SPSS 26 program. The results are as shown in the following table.

Table 6. Regression Equation

Model		Unstandardized Coefficients		Standardized Coefficients	<i>t</i>	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero order	Partial	Part	Tolerance	VIF
1	(Constant)	-2.182	3.707		-.589	.559					
	Leadership Style	.632	.143	.523	4.435	.000	.756	.543	.388	.552	1.812
	Job Stress	.386	.131	.349	2.959	.005	.699	.396	.259	.552	1.812

a. Dependent Variable: Performance

Source: Processed data results 2024

Based on the table above, the regression equation is as follows:

$$Y = 2.182 + 0.632 X_1 + 0.386 X_2$$

Regression equation of leadership style and work stress on performance

1. Leadership Style has a positive effect on Performance, Leadership Style Coefficient 0.632 means that if the Leadership Style is increased by one unit, then Performance will increase by 0.632 units assuming *X*₂ is constant.

2. Work Stress has a positive effect on Performance, the Work Stress regression coefficient of 0.386 means that if Work Stress is increased by one unit, Performance will increase by 0.386 units assuming X1 is constant.

Hypothesis Testing

Partial Test Analysis (T-Test)

Partial testing is done in two directions, using an alpha significance level of 0.05%. Hypothesis testing is done by comparing the calculated t value with the t table value as follows:

if $t_{\text{count}} < t_{\text{table}} = H_0$ is accepted

if $t_{\text{count}} > t_{\text{table}} = H_0$ is rejected (H_1 is accepted)

Table 7. Partial Test (t-Test)

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero order	Partial	Part	Tolerance	VIF
1	(Constant)	-2.182	3,707		-.589	.559					
	Leadership Style	.632	.143	.523	4.435	.000	.756	.543	.388	.552	1,812
	Job Stress	.386	.131	.349	2,959	.005	.699	.396	.259	.552	1,812

a. Dependent Variable: Performance

Source: Processed data results 2024

From the table above, the following results are obtained:

1. T-value Leadership Style (4.435) is greater than the t table (1.667) the sig value (0.000) is smaller than alpha (0.005). Based on the results obtained, H_0 is rejected and H_1 is accepted, meaning that Leadership Style has a significant influence on Performance.
2. The calculated t value of Job Stress (2.959) is greater than the t table (1.667) the sig value (0.000) is smaller than alpha (0.005). Based on the results obtained, H_0 is rejected and H_1 is accepted, meaning that Job Stress has a significant effect on Performance.

Unilateral Test Analysis (F Test)

Simultaneous testing of the research hypothesis is carried out using the Simultaneous Test (F Test), namely comparing the calculated F value with the F table, as follows:

if $F_{\text{count}} < F_{\text{table}} = H_0$ is accepted

if $F_{\text{count}} > F_{\text{table}} = H_0$ is rejected (H_1 is accepted)

Table 8. Unison Test

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2479.879	2	1239.940	41,668	.000b
	Residual	1398.621	47	29,758		
	Total	3878.500	49			

a. Dependent Variable: Performance

b. Predictors: (Constant), Job Stress, Leadership Style

Source: Processed data results 2024

Based on the results of the simultaneous test, it was obtained that F count = 41.668. Using a 95% confidence level, $\alpha = 5\%$. df 1 (number of variables – 1) or $3 - 1 = 2$, and df 2 ($n - k - 1$) or $50 - 2 - 1 = 47$, the calculated $F = 41$ is obtained. .668 while $F_{\text{table}} = 3,195$. Because $F_{\text{count}} > F_{\text{table}}$ ($41.668 > 3.195$) Based on the results obtained, H_0 is rejected and H_1 is accepted, meaning that Leadership Style and Work Stress have a positive and significant effect on Performance.

Determination Coefficient Test

The determination coefficient test is used to determine how much the independent variable contributes or donates to the variation of the dependent variable, which can be seen in the following table:

Table 9. Determination Coefficient Test

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.800a	.639	.624	5.455	.639	41,668	2	47	.000

a. Predictors: (Constant), Job Stress, Leadership Style

Source: Processed data results 2024

The result of the determination coefficient (R Square) is 0.639 or 63.9%. This means that Leadership Style and Work Stress can explain the variation in Performance by 63.9%, while the remaining 36.1% is explained by other variables not included in this study.

DISCUSSION

Influence Leadership Style on Performance

Based on the results of data analysis, it was found that T-value Leadership Style (4.435) is greater than the t table (1.667) the sig value (0.000) is smaller than alpha (0.005). Based on the results obtained, H_0 is rejected and H_1 is accepted, meaning that Leadership Style has a significant influence on Performance. From these results it can be concluded that when the leadership style is improved to be better and in accordance with the environmental conditions in the workplace, it will improve performance employees of Efarina University Pematangsiantar. The better the leadership style, the better the employee performance will be and vice versa. Leadership style greatly determines employee performance, where the pattern and actions of leaders have a very large influence on employee performance.

Influence Leadership Style on Performance

Based on the results of data analysis, it was found that The t-value of Work Stress (2.959) is greater than the t-table (1.667) the sig value (0.000) is smaller than alpha (0.005). Based on the results obtained, H_0 is rejected and H_1 is accepted, meaning that Work Stress has a significant effect on Performance. Which through these results can be concluded that when work stress can be avoided and does not occur by employees while working, it will improve the performance of employees at Efarina University Pematangsiantar. The better the management of employee work stress, the better the employee performance will be and vice versa. Where if employees are able to adjust to good conditions in situations of working together with colleagues and their leaders, employees are able to complete their work or tasks well.

4. CONCLUSION

Based on the results of the partial T-test, leadership style has a positive effect on the performance of Efarina University employees, work stress has a positive effect on the performance of Efarina University employees. Based on the Simultaneous Test, leadership style and work stress simultaneously affect the performance of Efarina University employees. By improving leadership style and work stress, it will have a positive effect on improving employee performance. Based on the results of the Uii, the determination coefficient of the magnitude of leadership style and work stress on employee performance at Efarina University is 63.9% while the remaining 36.1% is influenced by other variables not examined in this study.

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