

Effect Of Work Stress and Leadership Style on Employee Performance PT. Cakra Guna Cipta Wagir, Malang Regency

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Abstract:

This study aims to determine and analyze the effect of work stress and leadership style on employee performance at PT. Cakra Guna Cipta Wagir Kab. Malang. The population in this study were 70 people, the sample used was 41 people. Data collection techniques used in this study were observation, documentation and questionnaires. The method of analysis in this study is a quantitative method. The data analysis technique used in this study is multiple linear regression using the SPSS version for windows program. The results of this study indicate that the first partially work stress has a significant effect on employee performance. Second, partially the leadership style has no significant effect on employee performance. Third, simultaneously work stress and leadership style have a significant effect on employee performance.

Keywords: Work Stress, Leadership Style, and Employee Performance.

Abstract:

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh stres kerja dan gaya kepemimpinan terhadap kinerja karyawan pada PT. Cakra Guna Cipta Wagir Kab. Malang. Populasi dalam penelitian ini sebanyak 70 orang, sampel yang digunakan sebanyak 41 orang. Teknik pengumpulan data yang digunakan dalam penelitian ini adalah observasi, dokumentasi dan kuesioner. Metode analisis dalam penelitian ini adalah metode kuantitatif. Teknik analisis data yang digunakan dalam penelitian ini adalah regresi linier berganda dengan menggunakan program SPSS versi for windows. Hasil dari penelitian ini menunjukkan pertama secara parsial stres kerja berpengaruh signifikan terhadap kinerja karyawan. Kedua secara parsial gaya kepemimpinan tidak berpengaruh signifikan terhadap kinerja karyawan. Ketiga secara simultan stres kerja dan gaya kepemimpinan berpengaruh signifikan terhadap kinerja karyawan.

Kata Kunci: Stres kerja, Gaya Kepemimpinan, dan Kinerja Karyawan.

INTRODUCTION

Human resources are the backbone of organizational functionality and long-term sustainability (Luthans, 2019). In today's globalized and fast-paced corporate environment, employees are not only expected to perform at high levels but also to adapt quickly to shifting operational demands. Organizations invest substantial resources in acquiring, training, and retaining human capital, recognizing that workforce performance has a direct impact on output, profitability, and competitive advantage (Robbins, 2016).

Despite such recognition, employee performance is often compromised by internal challenges, including work-related stress and ineffective leadership. These two constructs have been widely studied in organizational behavior literature due to their pervasive impact across various sectors and industries (Mangkunegara, 2013). Work stress is recognized as one of the most prominent psychosocial risks in the workplace. It can lead to a range of negative outcomes including reduced job satisfaction, poor health, absenteeism, and ultimately, decreased organizational productivity (Karasek, 1979; Lazarus & Folkman, 1984; Rachel et al., 2018).

The World Health Organization defines work stress as the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities, and which challenge their ability to cope. As such, it is both a psychological and organizational issue (Luthans, 2019). Stress arises when the balance between demands and perceived capability is disrupted. Factors such as unrealistic deadlines, lack of role clarity, organizational change, and interpersonal conflict can compound this stress (Fahmi, 2013).

Leadership, on the other hand, shapes the context in which stress is either mitigated or exacerbated. Effective leadership can act as a buffer against occupational stress by providing support, direction, and motivation (Paramita, 2017). Transformational leaders inspire trust and drive change, while transactional leaders emphasize structure and compliance (Robbins, 2016). Autocratic or disengaged leadership styles, however, may intensify workplace stress and diminish morale.

Historically, the roots of leadership theory trace back to the Great Man Theory and Trait Theories, which focused on inherent leadership characteristics (Luthans, 2019). Over time, behavioral and situational models gained traction, recognizing that effective leadership depends on both the leader's actions and the environmental context. Contemporary theories such as path-goal theory and servant leadership highlight adaptability and emotional intelligence as key leadership competencies (Robbins, 2016).

In Indonesia, leadership often intersects with cultural norms such as high power distance and collectivism (Utomo, 2017), which may influence the perceived effectiveness of

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certain styles. Moreover, labor-intensive industries like manufacturing, especially in regions like Malang Regency, frequently grapple with high operational pressure, strict production targets, and hierarchical management, which together create fertile ground for stress and burnout (Hartono et al., 2020).

This study focuses on PT. Cakra Guna Cipta Wagir, a medium-scale cigarette manufacturing company operating in a competitive and tightly regulated market. The company's reliance on its workforce to maintain quality and throughput makes it an ideal case for examining the dual influence of work stress and leadership style on performance.

The core objective of this study is to analyze the extent to which work stress and leadership style independently and jointly affect employee performance. In doing so, it aims to provide empirical insights that not only contribute to academic discourse but also offer practical guidance for organizational policy and leadership development programs.

METHOD

The methodological framework of this study is rooted in a positivist paradigm, employing quantitative research methods to explore causal relationships (Sugiyono, 2010). Specifically, an explanatory research design was adopted to investigate the effects of two independent variables—work stress and leadership style—on the dependent variable, employee performance.

Population and Sampling

The target population comprises 70 operational and administrative staff employed at PT. Cakra Guna Cipta Wagir. Given the manageable size of the population, the Slovin formula was employed to calculate a statistically representative sample. Using a margin of error of 10%, a total of 41 respondents were randomly selected. The random sampling technique ensured equitable representation and minimized selection bias, enhancing the generalizability of findings.

Data Collection Instruments

Data were collected using structured questionnaires complemented by observational checklists and company documentation. The questionnaire was divided into four sections: demographic profile, work stress indicators, leadership style indicators, and performance metrics. It consisted of 40 close-ended statements rated on a five-point Likert scale and five open-ended questions aimed at capturing nuanced responses. Items were adapted from validated tools including the Job Stress Survey (JSS) and the Multifactor Leadership

Questionnaire (MLQ), which have been widely used in organizational psychology (Luthans, 2019; Rachel et al., 2018).

Observation was used to record non-verbal cues, working conditions, and supervisor-employee interactions, while document review focused on employee turnover rates, absenteeism records, and past performance evaluations.

Validity and Reliability Testing

The instrument underwent face and content validity assessments by three subject-matter experts in industrial psychology and organizational behavior. Reliability was tested using Cronbach's alpha, with all constructs exceeding the threshold of 0.7, indicating high internal consistency.

Variables and Operational Definitions

- Work Stress was operationalized through five indicators: task demands, role ambiguity, interpersonal friction, structural rigidity, and supervisory pressure.
- Leadership Style was measured through dimensions of transformational and transactional behavior, including vision articulation, individualized consideration, contingent reward, and management-by-exception.
- Employee Performance encompassed nine dimensions such as output volume, task quality, punctuality, adherence to protocol, problem-solving, and innovation.

Data Analysis

The collected data were coded and analyzed using SPSS version 25. Descriptive statistics were used to summarize demographic profiles and variable distributions. Multiple linear regression analysis was performed to test the research hypotheses. The assumptions of regression—normality, multicollinearity, autocorrelation, and homoscedasticity—were assessed using standard diagnostic procedures such as the Kolmogorov-Smirnov test, Variance Inflation Factor (VIF), Durbin-Watson statistic, and scatterplot inspection.

To explore potential interaction effects between work stress and leadership style, an interaction term was computed and added to the regression model. Additionally, Pearson correlation coefficients were calculated to examine the strength and direction of relationships among variables.

RESULTS AND DISCUSSION

The analysis of survey data was carried out in several stages, beginning with descriptive analysis, followed by inferential statistical tests. The demographic analysis showed that the majority of respondents (60%) were male, with an average age of 34 years. Most had between

3–10 years of work experience, indicating a reasonably experienced workforce. These demographics provide a foundation for interpreting results with an understanding of workforce maturity and gendered expectations in the workplace.

Descriptive statistics revealed moderate levels of reported work stress, with task demands and role ambiguity being the highest sources. Leadership style, especially dimensions linked to transformational behavior such as inspiration and individualized support, was rated positively by respondents, but with notable variation.

The regression analysis produced three key findings:

- **Work stress significantly negatively affects employee performance** ($p = 0.001$). As work stress increases, employee performance declines. Respondents who experienced overwhelming task loads or unclear job responsibilities reported lower productivity and initiative.
- **Leadership style has a statistically insignificant direct effect on employee performance** ($p = 0.150$), although some qualitative responses suggested leadership affected morale. This mismatch between quantitative and qualitative findings may be due to unmeasured mediating variables like trust or employee engagement.
- **The interaction of work stress and leadership style has a significant combined effect on performance** ($p = 0.002$), meaning that effective leadership can mitigate the negative impact of stress.

Table 1. Regression Output

Variable	Coefficient (B)	t-Statistic	Sig.
Constant	15.647	4.879	0.000
Work Stress (X1)	-0.397	-3.736	0.001
Leadership (X2)	0.186	1.471	0.150
R-Square	0.361		
Sig. F Change			0.002

The R-square value of 0.361 shows that approximately 36% of the variation in employee performance can be explained by work stress and leadership style. This leaves 64% unaccounted for, suggesting that additional variables such as training, work-life balance, job satisfaction, and team dynamics may influence performance.

From a theoretical perspective, these results affirm key propositions from the Job Demands-Resources (JD-R) model, which holds that job demands (e.g., stressors) can undermine performance unless balanced by adequate resources (e.g., supportive leadership)

(Bakker & Demerouti, 2007). In practice, this suggests that even in high-pressure environments, organizations can protect performance through managerial support and strategic delegation.

Furthermore, the results provide insight into the specific forms of leadership that may be more effective in Indonesian manufacturing contexts. While transformational leadership is often celebrated globally, in high-context cultures like Indonesia's, a hybrid approach that incorporates relational and paternalistic behaviors may be more impactful (Paramita, 2017; Utomo, 2017).

CONCLUSION

This study confirms that work stress has a significant and detrimental effect on employee performance at PT. Cakra Guna Cipta Wagir. Employees who are overloaded or uncertain about their roles struggle to maintain consistent output and motivation. Leadership style, while not showing a strong direct effect statistically, plays a meaningful role when it interacts with stress—particularly in moderating its consequences.

The findings underscore the importance of integrated human resource strategies. Stress management programs should be embedded into organizational processes, not treated as one-time initiatives. Practical interventions could include:

- Regular job role reviews to ensure clarity
- Time management training and workload balancing
- Psychological safety protocols
- Improved communication channels between supervisors and staff

Leadership development should also be reimagined. Training programs must include modules on emotional intelligence, crisis leadership, and cross-cultural communication. Periodic 360-degree feedback mechanisms can help identify gaps between perceived and actual leadership effectiveness.

From a policy perspective, organizations should institutionalize performance audits that consider both productivity metrics and psychosocial risks. Future researchers are encouraged to explore how leadership styles evolve in response to crises like the COVID-19 pandemic or industry shifts such as automation.

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