

## **The Influence of Transformational Leadership Style and Work Discipline on Employee Performance through Work Stress at PT Sulawesi Jaya Metalindo**

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### **Abstrak**

This study aims to analyze the Effect of Transformational Leadership Style and Work Discipline on Employee Performance through Work Stress at PT Sulawesi Jaya Metalindo. The population in this study is employees of PT Sulawesi Jaya Metalindo which amounts to 46 employees. The sample in this study is all employees who are the population of this study or commonly referred to as saturated samples. Data collection techniques were used by distributing questionnaires. The data analysis technique used is path analysis. The results of this study show that (1) Transformational leadership style has a negative and significant effect on work stress at PT Sulawesi Jaya Metalindo. (2) Work discipline has a negative but not significant effect on work stress at PT Sulawesi Jaya Metalindo. (3) Transformational leadership style positively and negatively affects performance at PT Sulawesi Jaya Metalindo. (4) Work discipline has a positive and significant effect on performance at PT Sulawesi Jaya Metalindo. (5) Work stress has a negative but insignificant effect on PT Sulawesi Jaya Metalindo's performance. (6) Transformational Leadership Style through work stress as an intervening variable has a positive but not significant effect on performance at PT Sulawesi Jaya Metalindo. (7) Work discipline through work stress as an intervening variable has a positive but not significant effect on performance at PT Sulawesi Jaya Metalindo.

**Keywords:** *Transformational Leadership Style, Work Discipline, Employee Performance, and Work Stress*

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### **PENDAHULUAN**

Organizations that are established need a system that can support productivity and enthusiasm for work, to achieve a predetermined goal. In the process of achieving these goals, an organization requires good cooperation between one component and another. For example, the importance of cooperation in human resource components is cooperation on between leaders and employees to achieve organizational goals. Indeed, every company needs potential human resource factors, both leaders and employees, in developing task patterns to achieve a goal. Human Resources is a very

important factor in an organization, both large and small-scale organizations. In large-scale organizations, human resources are seen as a very decisive element in the business development process, and the role of human resources is becoming increasingly important.

According to Hasibuan (2016: 21) that human resources are important assets that must be owned by organizations to achieve predetermined goals, therefore human resources must be utilized as much as possible to achieve organizational goals. Human resources also have problems that become challenges in the organization. A good organization is an organization that strives to improve the capabilities of its human resources because it is a key factor to improve employee performance. Employee performance refers to employee work performance measured based on standards or criteria set by the company. Management to achieve very high employee performance, especially to improve overall company performance.

According to Nawawi (2013), employee performance is the result achieved by a person, both in quality and quantity by the responsibilities given to him. Suharnomo (2013) stated that performance is a benchmark carried out by companies to measure the extent to which employees can carry out the tasks they carry out and how there is progress experienced by the company in the future. However, not all employees have the same abilities and qualities in completing their duties, because considering human abilities are different.

The role of a leader is very important in the progress of a company. In an organization for the achievement of organizational goals, a good leader will always encourage and motivate his subordinates to achieve the best goals through performance and cooperation in a leader and employee relationship. Gede and Piartini (2018) stated that leadership is a major factor in subordinates' self-development, encourages subordinates to think and act innovatively to solve problems and achieve organizational goals and objectives, and pursues optimism and enthusiasm for work so that often the performance of appointed employees exceeds expectations. One leadership style that can improve employee performance is transformational leadership.

According to Bass in Yukl (2010: 305) transformational leadership style is a leadership style where the leader changes and motivates followers so that they feel admiration, trust, loyalty, and respect for the leader. In Sazly and Ardian's Research (2019) Transformational leadership is a leadership style model by evaluating the ability and potential of each subordinate to carry out a task/job, while looking at the possibility of expanding the responsibility and authority of subordinates in the future. Companies need managers to formulate detailed plans, create efficient organizational structures and oversee day-to-day operations. Transformational leadership according to Hayati et al (2014) can encourage employees to get value from organizational goals that include high productivity, providing better services, and solving social problems.

In addition to the transformational leadership style, good employee performance must also be supported by high employee work discipline, especially seen in the level of employee attendance, and punctuality of work. Work discipline is a person's awareness and willingness to obey all company regulations and applicable social

norms (Malayu S.P. Hasibuan 2016: 193). According to Rivai in Yudi Siswandi and Dinda (2021), work discipline is a tool used by managers to communicate with employees so that they are willing to change their behavior and as an effort to increase one's awareness and willingness to comply with all company regulations. Discipline must be enforced in every organization. Without employees, it is difficult for an organization to realize its goals. In Utin Nina Research (2019), work discipline is a form of employee self-control, and its implementation regularly and shows the level of sincerity of the work team in an organization. Work discipline is one of several factors that affect employee performance because without discipline all activities carried out in the organization will bring unsatisfactory results and are not in accordance with the norm. This can result in a lack of achievement of organizational goals and objectives and can also hinder the implementation of previously established organizational plans. Work discipline can affect performance positively and significantly as research conducted by Hermawati and Nurmallasari (2020), while in research conducted by Lusiana and Firdaus (2018) where work discipline has a significant negative effect.

Work stress is also one of the factors that affect employee performance. Work stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes, and condition of an employee, in this case, the pressure is caused by the work environment where the employee works Veithzal (2004: 516).

Based on data obtained from the company, it is known that the distribution target set by the company has never been achieved throughout 2020-2022, this can have an impact on not maximizing the output of the products distributed. This is due to a series of work-related demands such as limited working time as well as workloads that are too large and exceed the limits of an individual's abilities can cause work stress. One of the factors is the occurrence of work stress in employees caused by superiors or leaders. Researchers also found that the leadership style applied is a transformational leadership style, but this style has not been optimal and optimal in carrying out his duties and responsibilities as a company leader. The company also applies very strict rules to its employees in order to discipline employees at work, but these rules are restrictive so employees will feel burdened and work stress will arise from employees.

Based on data obtained from the company, it illustrates that in the January-December period, there was an absence of PT Sulawesi Jaya Metalindo employees, this shows that there are still employees who are not disciplined in carrying out their duties and responsibilities which are suspected due to work stress experienced by employees. But the company actually really expects its employees to be disciplined at work. As a result of employee indiscipline, it makes it difficult for the company to achieve its goals.

## **2. Literature Review**

### **1. Leadership Style**

Leadership is the ability to influence a group of people to achieve a vision or set of goals. (Robbins & Judge 2017; Jong & Hartog, 2007). It is a widely studied subject in management. According to Kalsoom et al., (2018), leadership is the most important component in an organization and the most important skill for organizational leaders. This brings a direct and indirect impact on employee performance. Othman et al., (2014) Leadership can better

predict/predict the failure or success of an organization. In N Iqbal's (2015) research Leadership is a process by which an executive can direct, guide and influence the behavior and work of others towards achieving certain goals in certain situations. Dedi Iskanto (2021) stated that leadership is very important in managerial because with leadership, the management process will run better and employees will be enthusiastic about doing their work. The main task of a leader in carrying out his leadership is not only limited to his ability to implement programs, but more than that the leader must be able to involve all levels of his organization, members or society to take an active role so that they are able to provide positive construction in an effort to achieve goals.

Based on the above understanding, it can be concluded that leadership is very important in a company. It is an ability to direct and influence subordinates to divulge their duties and responsibilities properly to achieve the company's vision and mission.

## **2. Work Stress**

Some Opinions on Work Stress. Where in the theory of Veithzal Rivai Zainal et al (2015, p.724) work stress is a condition of tension that creates physical and psychological disagreements, which affect the emotions, thought processes, and conditions of an employee. According to (Nurjaya, et al 2020) stress is a consequence of the mutual influence (interaction) between environmental stimuli and individual responses. According to Fahmi (2016), work stress is: "a condition that suppresses oneself and one's soul beyond the limits of one's ability, so that if it continues to be left without a solution, this will have an impact on his health. Employees are always required with deadlines, task completion, excessive workload, conflicts between employees, and many other challenges. And according to Mawawi (2016), work stress is a state of pressure, both physically and psychologically a person, where in this depressed situation has conditions and a characteristic that environmental demands exceed one's ability. This can make stress the main factor that cannot be avoided so it will affect employee performance in a company (Maharani et al., 2020).

## **3. Work Discipline**

According to Veithzal Rivai (2004), work discipline is a tool used by managers to communicate with members so that they are willing to change a behavior and as an effort to increase their awareness and willingness to obey company regulations and applicable social norms. Keith Davis (1985: 366) quoted by Anwar Prabu (2001: 129) stated that discipline is management action to enforce organization standards". Work discipline can be defined as "the implementation of management to strengthen organizational guidelines." According to Yani Maryani (2021) that work discipline is an action that shows obedience, obedience to applicable regulations, loyalty, calmness, order, and order. According to Hasibuan (2014) explained that work discipline is a person's behavior in accordance with regulations, existing work procedures or discipline is an attitude and actions that are in accordance with organizational regulations both written and unwritten.

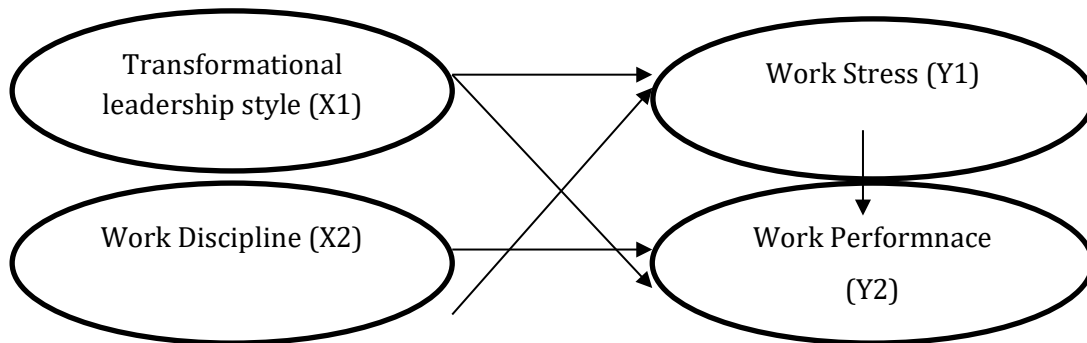
From some of the theories above regarding work discipline, it can be concluded that work discipline is a management system in which an action or attitude of someone obeys the rules that apply in an organization (Fatma et al., 2020) .

## **4. Employee Performance**

Etymologically, performance comes from the word work performance (performance). Mangkunegara's Theory (2009: 75) argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Tomy & Hazmanan (2018), performance can be interpreted as the result of work achieved by someone over a certain period of time. According to (Maryani, et al 2021) employee performance is the result of work achieved by employees in accordance with the roles or duties of employees in an organization. According to Bolung et al. (2018), Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on expertise, experience and sincerity and time, for most

organizations, individual employee performance is the main factor determining organizational success.

### Research Concept



**Figure 1:** Conceptual Model

H1: Transformational Leadership Style Directly Negatively and Significantly Affects Work Stress

H2: Work Discipline has a direct positive and significant effect on Work Stress.

H3: Transformational Leadership Style has a direct positive and significant effect on employee performance.

H4: Work Discipline Directly Positive and Significant Effect on Employee Performance

H5: Work Stress Directly Negatively Affects Employee Performance.

H6: Transformational leadership style indirectly affects performance through work stress.

H7: Work Discipline has an indirect and significant effect on performance through work stress

### 3. Method, Data, and Analysis

#### Research Location and Time

This research was conducted at PT Sulawesi Jaya Metalindo. The time needed for this research ( $\pm 3$  months) or starting when this proposal is declared accepted and worthy of continuation.

#### Population, Sample, and Sampling Technique

The employees of PT Sulawesi Jaya Metalindo total 46 employees. The sample in this study is all employees who are the population of this study or commonly referred to as saturated samples. According to Sugiyono (2018: 118), the definition of saturated samples is a technique for determining samples if all members of the population are used as samples. This is often done when the population used is relatively small or less than 20 people.

#### Method of collecting data

Researchers using data collection methods through the distribution of questionnaires to respondents, in this case, are employees of PT Sulawesi Jaya Metalindo in the following ways: (1) Observation, Techniques carried out directly by observing and describing the process of activities carried out by employees at work. In collecting data, this study used direct observation. (2) Questionnaire, is one of the methods used to collect data, by disseminating several questions and statements to respondents to be answered. This questionnaire consists of open-ended questions where respondents choose one of the available answers. (3) Interview Is a process to obtain information or information for the purpose of research conducted by means of questions and answers between interviewers and interviewees. (4) Documentation is a data collection technique by collecting data through references, records, and archives related to variables in this study.

#### Data analysis method

##### Descriptive Statistical Analysis

Descriptive statistics are used to explain or provide an overview of the characteristics of a series of data without drawing general conclusions (Ghozali, 2016). The presentation of descriptive statistical data is usually in the form of diagrams, Tables. The purpose of descriptive analysis is to provide an overview of the variables used in research. The descriptive

analysis also shows a picture of the condition and characteristics of respondents' answers to each variable studied.

#### Path Analysis

To test the influence of intervening variables, path analysis methods are used. Path analysis is an extension of multiple linear regression analysis, path analysis is the use of regression analysis to estimate the quality relationship between variables (causal) that has been previously set based on theory, arrows will show relationships between variables.

The equation in this model consists of two stages, namely:

$$Y1 = \beta_0 + \beta_1 X1 + \beta_2 X2 + e(1)$$

$$Y2 = \beta_0 + \beta_1 X1 + \beta_2 X2 + \beta_3 Y1 + e(2)$$

Ket:

Y1= Work Stress

Y2= Employee Performance

Bo= Intercept

$\beta_1, \beta_2, \beta_3$ = Regression Coefficient to be calculated

X1= Leadership Style

X2= Work discipline

E= Standard Error

Path analysis in this study is Work Stress. Path analysis will help in seeing the magnitude of the coefficients directly and indirectly of the dependent variable to the independent variable, taking into account the magnitude of the coefficient. Then it can be compared with the magnitude of direct and indirect influence. Based on the value of the coefficient, it will be known which variable has the greatest influence from the smallest influence on the dependent variable.

#### Partial Test (t-Test)

This study uses a t-test where to test the independent variables one by one to determine whether or not there is an influence on the dependent variable. The test is carried out with a probability approach, namely if the sig value < 0.5 finds a significant influence between the free variable and the dependent variable, and if the sig value > 0.5 gives an insignificant influence between the free variable and the dependent variable.

#### Coefficient of Determinant (Test R<sup>2</sup>)

The determinant coefficient (R<sup>2</sup>) to determine the best level of accuracy in analyzing regression, which shows the coefficient of determination (R<sup>2</sup>) between 0 (zero) and 1 (one). In this study, the determinant coefficient is used to determine the percentage of change in the dependent variable (Y) caused by the independent variable (X). Distribution coefficient testing is carried out by multiplying the value of the correlation coefficient by the value of the regression coefficient so that the amount of contribution from each independent variable to the dependent variable is obtained.

#### Sobel Test

According to Ghazali (2018: 251) the Sobel test is used to calculate the value of normally distributed mediating variables. In this study, the mediating variable or intervening variable is Work Stress. The mediating variable or intervening variable will affect the independent variable and the dependent variable.

## 4. Result and Discussion

### Result

Based on result it is explained that the r-count value > r-Table which means that each statement item in each variation of Transformational Leadership Style, work discipline, work stress, and employee performance can be declared valid and valid and suitable for use.

**Table-1** Reliability Test Results

No	Variable	Cronbach Alpha	Alpha	Information
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1	Transformational leadership style	0,852	>0,60	Reliable
2	Work Discipline	0,731	>0,60	Reliable
3	Work Stress	0,874	>0,60	Reliable
4	Employee Performance	0,910	>0,60	Reliable

Based on the Table above, it can be seen that the *Cronbach Alpha* value is  $> 0.60$  so the data is said that the variables of transformational leadership style, work discipline, work stress, and employee performance are declared reliable and usable.

#### Path Analysis

The direct influence of transformational leadership style (X1) and work discipline (X2) variables on job stress (Z). Below are the path coefficients of model 1 which can be seen in the following Table.

**Table-2.** Path Coefficient Model 1

Model	Unstandardized Coefficients		Standardized coefficients	t	itself
	B	Std.Error	Beta		
1. Constant	42.734	7.630		5.601	.000
Transformational Leadership Style	-.448	.177	-.358	-2.534	.015
Work discipline	-.343	.245	-.198	1.400	.169

a. Dependent variable Work Stress

Source: Spss v.21 (2023) data processing

Based on Table 4, it shows that the transformational leadership style variable has a coefficient value of -0.358 which means that transformational leadership negatively affects work stress. The significant value of the transformational leadership style is  $0.015 < 0.05$ , this shows that the transformational leadership style has a negative and significant effect on work stress. While work discipline has a coefficient value of -0.198 which means that work discipline negatively affects work stress. The significant value of work discipline is  $0.169 > 0.05$ , this shows that work discipline has a negative but not significant effect on work stress. The following is a Table of coefficients of determination of model 1.

**Table-3.** Coefficient of Determination Model 1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442 <sup>a</sup>	.195	.157	5.014

a. Predictors: (constant), Work discipline, Transformational leadership style

Source: Spss v.21 (2023) data processing

Based on Table 5, the R square value of 0.195 explains the magnitude of the contribution of the influence of the combination of transformational leadership style variables and work discipline on work stress is 19.5%, while the remaining 80.5% is the contribution of other variables outside this study.

$$e2 = \sqrt{1-0,195} = \sqrt{0,805} = 0,897$$

**Table-4.** Model Path Coefficient 2

Model	Unstandardized Coefficients		Standardized coefficients	t	Itsel f
	B	Std.Error	Beta		
1. Constant	-.964	7.003		-.138	.891
Transformational Leadership Style	.440	.132	.424	3.337	.002
Work discipline	.603	.174	.420	4.466	.001
Work stress	-.030	.107	-.036	-.282	.779

a. Dependent Variable: Employee Performance

Source: Spss v.21 (2023) data processing

Based on Table 6, it shows that the transformational leadership style variable has a coefficient value of 0.424 which means that the transformational leadership style has a positive effect on performance. The significant value of  $0.02 < 0.05$  shows that transformational leadership style has a positive and significant effect on performance. While work discipline has a coefficient value of 0.420 which means that work discipline has a positive effect on performance. The significant value is  $0.01 < 0.05$ , this shows that work discipline has a positive effect on performance and is significant on performance. The work stress variable has a coefficient value of -0.036 which means that work stress negatively affects performance. The significant value is  $0.779 > 0.05$ , this indicates that work stress has a negative and insignificant effect on performance.

**Table-5.** Coefficient of Determination Model 2

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.670 <sup>a</sup>	.448	.408	3.482

a. Predictors: (constant), Work stress, Work discipline, Transformational leadership style

Source: Spss v.21 (2023) data processing

Based on Table 7 the R Square value of 0.448 explains the magnitude of the contribution of the influence of transformational leadership style variables, work discipline, and work stress on employee performance by 44.8%, while the remaining 55.2% is the contribution of other variables outside this study.

$$e2 = \sqrt{1-0,448} = \sqrt{0,552} = 0,742$$

The indirect influence of independent variables of transformational leadership style and work discipline on the dependent variable, namely through work stress as an intervening variable. It is known that the value of the coefficient of the path of direct influence of transformational leadership style on performance is 0.424. While the value of the indirect path coefficient of transformational leadership style on performance through work stress as an intervening variable is obtained from the multiplication of the value of the direct influence of transformational leadership style (X1) on work stress (Z) and the value of the direct influence of work stress (Z) on performance (Y) so that the indirect influence is  $-0.385 \times -0.030 = 0.011$ . So the total influence of transformational leadership style on performance is  $0.011 + 0.424 = 0.435$ . To determine the significant indirect influence of leadership style on performance through work stress as an intervening variable, an online Sobel test was conducted at <https://quantpsy.org/Sobel/Sobel.htm>. The results are as follows:

**Table-6** Sobel Test Results Indirect Effect 1

Transformational leadership style - Work stress - Performance			
A	B	His	Sb
-0,448	-0.030	0,177	0,107
Test Statistic = 0.27866933			



Std. Error = 0. 0482292

P-Value = 0. 7804986

Source: data processing (2023)

Table 8 shows the significant value or probability (p-value) of the indirect influence of transformational leadership style on performance through work stress as an intervening variable is  $0.780 > 0.05$  thus transformational leadership style has an effect and is not significant on performance through work stress as an intervening variable.

It is known that the value of the coefficient of the direct path of work discipline to performance is 0.420. While the value of the coefficient of the indirect influence of work discipline on performance through work stress as an intervening variable is obtained from the product of the value of the direct influence of work discipline on work stress and the value of the direct influence of work stress on performance. So the indirect influence is  $-0.198 \times -0.036 = 0.007$ . Then the effect of total work discipline on performance is  $0.420 + 0.007 = 0.427$ . To determine the significance value of the indirect influence of work discipline on performance through work stress as an intervening variable, an online Sobel test was conducted at <https://quantpsy.org/Sobel/Sobel.htm>. The results are as follows:

**Table-7** Sobel Test Results Indirect Effect 2

Work discipline - Work stress - Performance			
A	B	His	Sb
-0.343	-0.030	0.245	0.107
Test Statistic = 0. 27491504			
Std. Error = 0. 03742975			
P-Value = 0. 78338151			

Source: data processing (2023)

Table 9 shows the significant value or probability (p-value) of the indirect effect of work discipline on performance through work stress as an intervening variable of  $0.783 > 0.05$  thus work discipline has an effect and is not significant on performance through work stress as an intervening variable.

## DISCUSSION

### Transformational Leadership Style to Work Stress

The results of the data analysis show that the transformational leadership style has a negative and significant influence on work stress. When the transformational leadership style applied is good, the level of work stress in employees will decrease, otherwise if the transformational leadership style applied is bad, the level of work stress will increase. This shows that the transformational leadership style applied by the leadership of PT Sulawesi Jaya Metalindo is able to provide motivation that can inspire subordinates to each individual without distinguishing between other individuals by fostering a sense of enthusiasm and optimism for their work so that it has an impact on reducing work stress experienced by employees. Leadership in an organization also affects the work stress experienced by its subordinates. Leadership style describes how the leader's behavior patterns in leading his employees. This result is in line with research conducted by Asya Azhar Fathina & Fety Poerwita Sary (2019) entitled The Effect of Transformational Leadership Style on Employee Work Stress at PT Trisco Tam Soreang in the Production Department, from the results show that Transformational leadership style has a significant negative effect on the work stress of production employees at PT Trisco Tam Soreang

### Work discipline against work stress

Based on the results of data analysis, shows that work discipline has a negative but not significant influence on work stress. Good work discipline can reduce work stress, while bad work discipline will increase work stress in employees. This shows that the work discipline applied in the company PT Sulawesi Jaya Metalindo is good so that employees can understand and follow all applicable rules and are able to account so that work discipline can reduce work

stress employees. However, work discipline does not really affect work stress. It can be seen in the analysis of the description of work stress variables described earlier that work stress that arises at PT Sulawesi Jaya Metalindo is not only one factor but there are other factors that arise. The results of this study are in line with Pakri Fahmo's (2022) research entitled *Work Stress Mediates Motivation and Discipline on Teacher Performance: Evidence Work from Home Policy*. The results showed a negative influence shown by motivation on work stress and also work discipline on work stress, this also showed a negative and significant influence.

#### **Transformational leadership style toward employee performance**

Based on the results of the study, shows that the transformational leadership style has a positive and significant effect on performance at PT Sulawesi Jaya Metalindo. With the transformational leadership style imposed by the company leader PT Sulawesi Jaya Metalindo has a direct influence on employee performance, this can be seen, among others: the openness of the directors to invite their employees to work together in finding solutions to solve problems. Leaders always provide opportunities for their employees to give input so that employees feel cared for and needed professionally it will have a good impact on employee performance to complete their work. According to Burns in Asriani (2020), transformational leadership can be seen when "leaders and followers get each other to advance to higher levels with morale and motivation." Through the power of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work toward a common goal. The results of this study are in line with the research of Cemil Top, et al (2020) entitled *Transformational leadership impact on employees performance*, and the results of the study stated that transformational leadership style has a positive and significant effect on employee performance. while in the research of Nur Septi, et al (2016) entitled *the influence of Transformational and transactional leadership on job satisfaction and employee performance with results*, transformational leadership has a negative and insignificant effect on employee performance.

#### **Work discipline toward performance**

Based on the results of the test, research shows that work discipline has a positive and significant effect on performance. Work discipline that has been applied by superiors and subordinates must be fulfilled and carried out in accordance with applicable regulations such as obeying the operating hours at PT Sulawesi Jaya Metalindo which is from 08:15 to 17:00. Employees are required to dress neatly in shirts and not leave the office or work for no apparent reason. Good work discipline will improve good performance as well, the result is that work discipline is an important factor that must be considered by employees of PT Sulawesi Jaya Metalindo. Employees will easily improve their performance if the work discipline that has been applied can run well. Siagian in Reza (2020) argues that work discipline is an attitude of respect, respect, obedience, and obedience to the rules that have been set, both written and unwritten and able to carry out and receive sanctions if they violate all applicable regulations. The results of this study are in line with research from Sitti, et al (2019) entitled *effect of work discipline and work environment on the performance of employees with the results of work discipline and work environment having a positive and significant effect on performance*. While in the research of Mouren Bawelle and Jantje (2016) entitled *The Influence of Work Ethic, Work Passion and Work Discipline on the Performance of PT*. The annual branch BRI with the results of work discipline has a negative insignificant effect on the performance of annual branch BRI employees.

#### **Work stress on performance**

Based on the results of the study, it can show that the higher the employee's work stress, the more decreased the employee's performance and vice versa, if the employee's work stress decreases, the employee's performance will increase and it also proves that work stress has a negative and insignificant effect on performance, especially on the performance of PT Sulawesi Jaya Metalindo employees. Work stress is an inhibiting factor that affects performance because if employees experience work stress, it indirectly negatively affects employee performance as

it happens to employees. However, decreased work stress is not a factor in increasing performance, there are other things that make employee performance increase. The influence of work stress on employees can be seen from the stress experienced by an employee in achieving targets, frustration, feeling there is unhealthy competition, and feeling treated less fairly, but it does not interfere with employees getting better results. According to Sunyoto in a study, Rina & Ari (2018) said that certain levels of stress will have a positive impact because this will urge them to do their tasks better, but high or mild stress levels that are prolonged will make employee performance decrease. The results of this study are in line with research conducted by Mochamad Soelton and Dian Yasinta (2018) entitled The Effect of Transformational Leadership, Physical Work Environment, and Work Stress on Employee Performance at the North Jakarta Penjarangan District Office, and the results show that partially and simultaneously transformational leadership variables, the physical work environment stimulant has a positive and significant effect on employee performance, Work stress has a negative but not significant effect on employee performance at the North Jakarta Penjarangan District Office, while in Tri Wartono (2017) research entitled the effect of work stress on performance with the results showing that there is a very strong or positive significant influence between work stress on employee performance.

#### **The indirect influence of transformational leadership style on performance through work stress**

The results of data analysis show that leadership style through work stress as an intervening variable has a positive but not significant influence on performance in PT Sulawesi Jaya Metalindo, this shows that work stress as an intervening variable is not effective. This illustrates that transformational leadership style is one of the determining factors of employee performance, while work stress does not affect the performance of PT Sulawesi Jaya Metalindo employees. Thus, the better the transformational leadership style of a leader, it will reduce work stress and directly improve employee performance. The results of this study are in line with Sri & Tri's (2020) research entitled the influence of transformational leadership, work discipline, and work stress on employee performance at PT Titans agency prudential life assurance in Surabaya, and the results of the study show that transformational leadership style does not have a significant effect on performance through work stress PT Titans agency prudential life assurance in Surabaya

#### **The indirect influence of work discipline on performance through work stress**

The results of data analysis show that work discipline through work stress as an intervening variable has a positive but not significant influence on performance at PT Sulawesi Jaya Metalindo. This suggests that work stress as an intervening variable is ineffective. This is evidenced by the results of testing that the direct influence is greater than the indirect influence. So if work discipline is improved, work stress will decrease and directly provide increased performance to employees, and vice versa if work discipline decreases then work stress will increase and will directly decrease employee performance. The results of this study are in line with the research of Sanaji, et al (2021) entitled The Effect of Work Discipline and Work Motivation on Performance Mediated by Work Stress on Indonesian Air Force Personnel at The Education Squadron 105 Adisutjipto Air Force Base, the results show There is a positive influence of work discipline on performance mediated by work stress on the personnel of Education Squadron 105 Adisutjipto Air Force Base.

### **5. Conclusion and Suggestion**

Based on the results of the analysis and discussion above, it can be concluded that (1) Transformational leadership style has a negative and significant effect on work stress at PT Sulawesi Jaya Metalindo, meaning that the transformational leadership style applied by company leaders is a good enough to reduce work stress experienced by employees. (2) Work discipline has a negative but not significant effect on work stress at PT Sulawesi Jaya Metalindo, meaning that better work discipline in the company will reduce employee work stress and vice versa if work discipline is bad, it will increase employee performance. (3)

Transformational leadership style has a positive and negative effect on performance at PT Sulawesi Jaya Metalindo, meaning that the transformational leadership style applied by the leader has a good impact on employee performance. (4) Work discipline has a positive and significant effect on performance at PT Sulawesi Jaya Metalindo, showing that good work discipline will improve good employee performance as well. (5) Work Stress has a negative but not significant effect on performance at PT Sulawesi Jaya Metalindo. Meaning that the more employee work stress increases, the more employee performance will decrease and vice versa if work stress decreases it will increase employee performance. (6) Transformational Leadership Style through work stress as an intervening variable has a positive but not significant effect on performance at PT Sulawesi Jaya Metalindo. (7) Work discipline through work stress as an intervening variable has a positive but not significant effect on performance at PT Sulawesi Jaya Metalindo..

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