The Influence of Leadership Style, Motivation, and Stress on the Performance of Denpasar Public Library Employees

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Abstract:
This research aims to test and analyze the influence of leadership style, work motivation and work stress on employee performance.

Purpose:
This research was conducted at the Denpasar City Public Library with a research sample of 37 respondents taken using the saturated census technique. All data obtained from the questionnaire distribution is suitable for use, then analyzed using multiple linear regression and hypothesis testing (t-test and f-test).

Methodology:
The research results show that (1) Leadership style, work motivation and work stress have a positive and significant effect on employee performance at the Denpasar City Public Library, (2) Leadership style has a positive and significant effect on employee performance at the Denpasar City Public Library. It means that the better the leadership style, the greater the employee performance at the Denpasar City Public Library. (3) Work motivation positively and significantly affects employee performance at the Denpasar City Public Library. It means that the more work motivation increases, the greater the performance of employees at the Denpasar City Public Library. (4) Work stress negatively affects employee performance at the Denpasar City Public Library.

Implication:
It means that the greater the work stress, the lower the employee performance at the Denpasar City Public Library.

INTRODUCTION

The performance of all its employees determines the performance of a company. An employee is the most essential component in a company; in this case, the manager or director of a company must know how well the employee is performing to achieve goals within the company. According to Ricardianto (2018), performance is a description of the level of achievement of implementing an activity program or policy to realize targets, which include the goals of the organization's vision and mission set out in an organization's strategic plan. The importance of employees in an organization requires more serious attention to the tasks carried out to achieve organizational goals. With high performance, employees will work harder to carry out their work. On the other hand, with low performance, employees need work enthusiasm, give up easily and always need help completing their work.

Employee performance is a determining factor in the success of a company's goals, apart from machines or other tools, because employees are directly in contact with their respective jobs to provide productivity following the expected desires. For this reason, employee performance must always be paid attention to by correcting bad habits or habits that do not support work achievement. If employee performance is less than optimal, it can be said that organizational goals have not yet been achieved because employee performance is still low (Liyas, 2019).

Another factor that is one of the determinants of employee performance is motivation. Motivation can direct and encourage employees to perform well, following the organization's and company's expectations (Affandi & Pandi, 2019). According to Tirtayasa (2019), motivation and organization positively influence an employee's
Increasing an employee's performance will bring progress for the company or organization to survive and develop in competition. It is proven by previous research conducted by Marlius (2022) titled "The Influence of Motivation, Compensation and Work Discipline on Employee Performance at PT. Indonesian Palm Oil Catastrophe."

Furthermore, work stress can affect employee performance. When carrying out work, employees must achieve a target and do the work quickly and precisely. Apart from that, employees must be able to work under pressure and provide maximum results. The stress experienced by employees can be due to too much work and employees needing to understand the work they are given. It causes a tense condition, affecting the employee's emotions, thought processes and condition. Untreated stress will negatively affect employees, such as decreasing positive interactions with their work environment.

The Denpasar City Public Library is an organizational unit that provides library services. It provides direct services to library visitors and guidance to various schools to improve literacy. The service is a mobile library routinely carried out every week to support and increase the reading interest of the wider community.

Based on observations and interviews with several employees and visitors to the Denpasar City Public Library, there was a decline in employee performance, which can be seen from the decline in employee responses to visitors to the Denpasar City Public Library. Apart from that, the Denpasar City Public Library received four letters of recommendation addressed to library employees, stating that some employees did not provide good service. The leaders of the Library Services and Library Deposit and Development sections have reported that they could not meet their goals in implementing specific projects, such as launching a mobile library and processing book entries. These tasks were delayed beyond the expected timeframe. The Denpasar City Public Library also received unfavorable reviews regarding poor employee performance through reviews on Google.

Some problems that influence employee performance are related to leadership style. At the Denpasar City Public Library, some leaders act authoritarian towards their employees regarding the division of tasks and employee achievement targets. Lack of attention and understanding of the enormous burden given and the targets that need to be achieved quickly. Another problem that affects employee performance is work motivation. Lack of employee work motivation causes a decline in employee performance; many jobs are delayed, so they cannot achieve the target of the Denpasar City Public Library.

Another problem that affects employee performance is related to work stress. The large amount of work given to employees becomes a burden and pressure that employees must face and resolve. When an employee experiences stress because of work, it can make the employee lose interest in their work.

**Leadership.** Style is a behavioral norm that influences other people's behavior (Thoha in Fahmi 2021). According to Sutanjar and Saryono (2019), leadership is a leader's way of directing, encouraging and managing all elements within a group or organization to achieve a desired organizational goal and produce maximum employee performance.

**Work Motivation.** Motivation is a desire that arises within a person or individual because he is inspired, encouraged, and driven to carry out activities with sincerity, joy, and sincerity so that the results of the activities he carries out get the best and highest quality results (Afandi, 2018). Work motivation is a driving force that encourages employees to work hard and enthusiastically to achieve high achievement and performance (Lantara & Nusran, 2019).

**Job Stress.** Work stress is an internal condition that physical demands can cause, and the environment and social situations can be damaging and uncontrolled (Afandi, 2018). According to Rahmadany et al. (2022), work stress occurs in almost all leadership and non-leader employees. Poor working conditions have the potential to cause stress for employees.

**Employee Performance.** According to Sudaryo (2018), performance is essential in achieving a goal. Achieving maximum goals is the result of good team or individual performance, and vice versa; failure to achieve
targets that have been formulated is also the result of suboptimal individual or team performance. According to Budi Setiyawan and Waridin in Shofwani and Ahmad (2019), employee performance is the result or performance of the employee’s work, which is assessed in terms of quality and quantity based on work standards determined by the organization.

METHODS
This research was conducted at the Denpasar City Public Library on Jalan Surapati No.4 Denpasar, Bali. The population in this research was all employees at the Denpasar City Public Library, totaling 37 people. Saturated sampling or census techniques were used if the population was less than 100. In this study, the sample used was 37 people. The type of data used in research is quantitative data. Based on the data source, the data used in this research is primary and secondary data. The data analysis technique used is multiple linear regression analysis.

RESULTS AND DISCUSSION
The results of the normality test show that the Kolmogorov-Smirnov value is 0.200 <0.05, meaning that the data is usually distributed. The results of the multicollinearity test show that the independent variable has a tolerance value of more than 0.10, and the independent variable has a VIF value of less than 10. Therefore, the regression model is free from symptoms of multicollinearity. Meanwhile, the results of the heteroscedasticity test did not occur heteroscedasticity in the regression model. The results of the moderated regression analysis aimed at can be seen in Table 1 below:

Table 1. Multiple Linear Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>Constanta (C)</td>
<td>7.503</td>
<td>5.340</td>
<td>1.405</td>
<td>.169</td>
</tr>
<tr>
<td>Leadership</td>
<td>.396</td>
<td>.169</td>
<td>.323</td>
<td>.25</td>
</tr>
<tr>
<td>Work Motivation</td>
<td>.468</td>
<td>.192</td>
<td>.364</td>
<td>.020</td>
</tr>
<tr>
<td>Work Stress</td>
<td>-.375</td>
<td>.167</td>
<td>-.278</td>
<td>.032</td>
</tr>
</tbody>
</table>

From the results of the multiple linear regression analysis in Table 1 above, the regression equation can be prepared as follows: \( Y = 0.323X_1 + 0.364X_2 - 0.278X_3 + e \)

\( X_1 = +0.323 \) indicates that leadership style has a positive effect on employee performance. If the leadership style is good, then employee performance will increase.

\( X_2 = +0.364 \) indicates that work motivation positively affects employee performance; if work motivation increases, employee performance will increase.

\( X_3 = -0.278 \) indicates that work stress hurts employee performance; if work stress increases, employee performance will decrease.

Based on these results, it is known that the Adjusted R Square value = 0.558, which means that 55.8% of work discipline (Y) is influenced by the variables job satisfaction (X1), punishment (X2) and motivation (X3), and the remainder is (100% - 55.8%) = 44.2 percent influenced by other variables not examined in this study.
Based on the F test (simultaneously), Fcount (30.141) > Ftable (2.89) is obtained with the significance value of F being 0.000<0.05, so H0 is rejected. It means that the variables leadership style (X1), work motivation (X2) and work stress (X3) simultaneously have a significant effect on employee performance (Y) at the Denpasar City Public Library, with a value of R2 = 70.8%, which means that it is 70.8% of employee performance at the Denpasar City Public Library is influenced by leadership style variables (X1), work motivation (X2) and work stress variables (X3). In comparison, the remaining 29.2% is influenced by other variables not examined in this research. The results of this research align with research conducted by Manalu (2020), which states that leadership style, work motivation and work stress significantly affect employee performance.

The influence of leadership style on employee performance was obtained by tcount (2.344) > ttable (2.034) with a significance level of 0.025<0.05, so that H0 was rejected and Ha was accepted, which means that the leadership style variable had a significant positive effect on employee performance at the Denpasar City Public Library. The regression coefficient β1 (leadership style variable) is 0.396, indicating that the better the leadership style, the greater the employee performance at the Denpasar City Public Library. A company or organization must focus on its leadership. It is because leadership is a communication effort between employees to achieve goals. Leadership motivates others to act or react positively by giving instructions or commands. According to Yanoto (2018), an upbeat leadership style can create a good atmosphere and motivate workers to perform better. The level of employee performance success can be assessed by leadership within the organization and the company, especially by looking at the leadership style used. The results of this research align with research conducted by Jeli Nata Liyas (2019) and Arfandi et al. (2023), which state that leadership style has a positive and significant effect on employee performance.

The influence of work motivation on employee performance was obtained by tcount (2.445) > ttable (2.034) with a significance level of 0.020<0.05, so that H0 was rejected and Ha was accepted, which means that the work motivation variable had a significant positive effect on employee performance at the Denpasar City Public Library. The regression coefficient β2 (work motivation variable) is 0.468, indicating that the greater the work motivation, the greater the employee performance at the Denpasar City Public Library. Motivation can direct and encourage employees to perform well, following the organization's and company's expectations (Affandi & Pandi, 2019). According to Tirtayasa (2019), motivation and organization positively influence an employee's performance. Increasing an employee's performance will bring progress for the company or organization to survive and develop in competition. The results of this research align with research conducted by Baharrudin (2023), which states that work motivation has a positive and significant effect on employee performance.

The effect of work stress on employee performance was obtained by tcount (-2.242) > ttable (-2.034) with a significance level of 0.032<0.05, so that H0 was rejected and Ha was accepted, which means that the work stress variable had a significant adverse effect on employee performance at the Denpasar City Public Library. The regression coefficient β3 (work stress variable) is -0.375, indicating that the more work stress increases, the more employee performance at the Denpasar City Public Library decreases. When carrying out work, employees must achieve a target and do the work quickly and precisely. Apart from that, employees must be able to work under pressure and provide maximum results. The stress experienced by employees can be due to too much work and employees not understanding the work they are given. It causes a tense condition, affecting the employee's emotions, thought processes and condition. Untreated stress will negatively affect employees, such as decreasing positive interactions with their work environment. This research's results align with the research conducted by Nadia Antonita Chriety (2019), which states that work stress has a positive and significant effect on employee performance.

CONCLUSION
1. Leadership style, work motivation and work stress positively and significantly affect employee performance at the Denpasar City Public Library.
2. Leadership style positively and significantly affects employee performance at the Denpasar City Public Library. It means that the better the leadership style, the greater the employee performance at the Denpasar City Public Library.
3. Work motivation positively and significantly affects employee performance at the Denpasar City Public Library. It means that the more work motivation increases, the more employee performance will increase.
4. Work stress negatively affects employee performance at the Denpasar City Public Library. The higher the work stress, the lower the employee performance.

**Suggestion.**
1. The leadership style at the Denpasar City Public Library is quite good. However, there is a statement on the leadership style variable with the lowest average score: "My leader can provide positive encouragement to me and other employees when facing difficulties." Therefore, the leadership of the Denpasar City Public Library should provide encouragement or positive affirmations, such as giving a briefing every morning when they want to start work to increase employee enthusiasm for work, as well as appreciation, such as giving awards to employees to be more active in doing their work.
2. Overall, work motivation at the Denpasar City Public Library is quite good. However, the work motivation variable with the lowest average score states, "I am always praised for my good work." Therefore, the Denpasar City Public Library should praise employees who have completed their work well to motivate these employees or other employees.
3. Overall, work stress at the Denpasar City Public Library is quite good. However, there is a statement on the work stress variable with the highest average score: "The tasks given are too excessive, so the workload I feel is high." Therefore, the leadership of the Denpasar City Public Library should distribute tasks or work evenly to all employees and guide employees when they want to work so that no employee complains that the work given is too heavy.
4. The overall performance of employees at the Denpasar City Public Library is quite good. However, there is a statement on the employee performance variable with the lowest average score: "The level of work volume I produce is in line with the company's targets." Therefore, the Denpasar City Public Library should provide compensation if employees can complete work exceeding targets to increase the sense of appreciation for the employees themselves.

**REFERENCE**


