THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, WORK STRESS ON PERFORMANCE

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ABSTRACT

This study aims to determine the effect of transformational leadership, work stress on employee performance at the Directorate General of Customs and Excise, East Java Regional Office I. The study population was 1323 employees. employees, the number of samples is 250 respondents. The technique of collecting data through a questionnaire. Model testing with structural equation modeling (SEM) analysis. The test results show that the model (fit) can be seen from the values of GFI, AGFI, TLI, CFI, RMSEA and CMIN / DF respectively 0.909, 0.901, 0.961, 0.965, 0.025 and 1.138 which indicate the model fit criteria. The results showed that: 1) Transformational Leadership has a significant effect on Work Stress, 2) Transformational Leadership has a significant effect on Performance, 3) Work Stress has a significant effect on Performance, 4) Transformational Leadership has no significant effect on Performance through Work Stress for employees at the Regional Office of the Directorate General. East Java Customs and Excise I.

Keywords: transformational leadership, work stress, performance

Introduction

Employee performance greatly affects the ongoing activities of a company organization, the better the performance shown by employees will greatly help the development of the organization or company. Likewise, the performance of the Regional Office of the Directorate General of Customs and Excise, East Java I, is very much determined by the performance of its employees with all their strengths, efforts and limitations. Changes in the increase in the Revenue Target of the Regional Office of DJBC Jatim I and the decrease in the revenue target are actually a reflection of the success of high employee performance. Performance is the result or output of a process (Rivai, 2016). Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2005).

The achievement of optimal performance in a corporate organization is also determined by a leader who is able to create a pleasant work environment for employees. Through transformational leadership, a leader can create positive transformations for his employees (Robbins & Judge, 2013). Therefore, we need a leader who is able to manage all available resources, different characteristics of office types, and other external factors.

The existence of the corona virus disease (covid 19) has entered Indonesia since the beginning of 2020, at the Regional Office of DJBC Jatim I, and in the service office, they cannot carry out normal work activities, because of government regulations to stay at home, social distancing and large-scale social restrictions (PSBB). This has the potential to increase the work stress of employees in the Regional Office of DJBC Jatim I who must meet the performance target in accordance with the performance contract made at the beginning of the year. Job disparities are also experienced by every employee who is required to adapt to the changing environment, from the employee mutation process, the increasing demands for work performance and eventually job stress. Stress is a condition of tension that affects one's emotions, thought processes and condition (Handoko, 2016).

Based on this phenomenon, a study was conducted on the Effect of Transformational Leadership and Job Stress on Employee Performance at the Directorate General of Customs and Excise, East Java Regional Office I. The results of this study are expected to further encourage employee performance improvement through transformational leadership and job stress.

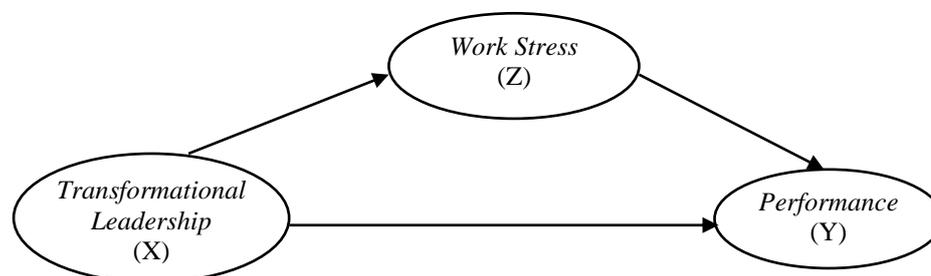**The proposed hypothetical model**

Figure 1. The proposed hypothetical model

Picture. Fig. 1 describes the proposed hypothetical causal model. Each model component is selected based on a literature review. Previous studies revealed that work stress is influenced by transformational leadership (Nasution, 2016; Hamdani & Handoyo, 2012), performance is influenced by transformational leadership (Tandayong 2018; Kaihatu 2007), performance is influenced by work stress (Kusuma & Cahya 2015; Sandhi, & Rahardjo), (2013); Chandra, 2017)

Hypothetically, the hypothesis is formulated as follows:

H1: There is an effect of Transformational Leadership on Work Stress

H2: There is an effect of Transformational Leadership on Performance

H3: There is an effect of Work Stress on Performance

H4: There is an effect of Transformational Leadership on Performance through Work Stress

Review of construct theory

Transformational Leadership

Transformational leadership is a leader who provides individualized intellectual stimulation and consideration (Robbins & Judge, 2008). Transformational leaders have several components of certain behavior, including integrity and fairness, setting clear goals, having high expectations, providing support and recognition, arousing followers' emotions, and making people see things beyond their own interests to achieve the impossible. (Sadeghi & Pihie, 2012). Transformational leadership is a leadership pattern that can motivate employees by bringing high aspirations and values to achieve the vision and mission of the organization which is the basis for building trust in leadership (Tucker & Russell 2004).

Work Stress

Work stress is a condition of tension that affects a person's thought processes, emotions, and conditions, as a result, too much stress can threaten a person's ability to deal with the environment and ultimately interfere with the implementation of one's duties (Handoko, 2016). Job stress includes role conflict and role ambiguity (Luthans, 2006). Conflict is an inner atmosphere that contains anxiety because of the clash of two or more motives, which encourages a person to do two or more conflicting activities, at the same time (Nawawi, 2007). Role ambiguity shows ambivalence when what to expect is unclear due to a lack of information about the role and what is required in a task. Role ambiguity has the potential to lead to delays in taking action.

Performance

Performance as a result of work that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals or ethics (Swasto, 2003). Employee performance is a function of the interaction between motivation and opportunity abilities (Robbins & Judge, 2013). Performance is the culmination of three interrelated elements, namely skills, effort and the nature of external circumstances (Timpe, 1992). Performance is an indication of the level of performance that can be achieved and reflects the success of a manager or entrepreneur (Nimran, 2004).

Based on this definition, it is very clear that performance shows the quality or quality of employee work and is used as the basis for granting positions. Employees with high performance will be given a higher position (promotion) and vice versa, employees with low performance are likely to be demoted (demotion) or transferred to another department (transfer).

Study locations and samples

The data for this study were collected using a self-administered questionnaire method at the Regional Office of the Directorate General of Customs and Excise, East Java I, Surabaya. A total of 250 questionnaires were distributed to employees as respondents.

Questionnaire design and research variables

This research was conducted using transformational leadership variables, work stress variables and performance variables. The transformational leadership variable construct consists of 8 items, the work stress variable consists of 10 items, and the performance variable consists of 8 items. A five-point Likert-type scale was used as the response format, with the values assigned as 1 = Strongly disagree, 2 = Disagree, 3 = Neutral Category, 4 = Agree Category, and 5 = Strongly Agree Category.

Results and Data Analysis

The properties of the three research constructs (one exogenous - (1) transformational leadership; and two endogenous - (1) work stress and (2) performance) in the proposed model were tested by Amos' structural equation modeling (SEM) procedure (Hair, 2009; Ferdinand, 2016).

Structural Equation Modeling (SEM) Testing

SEM test is conducted to determine whether the distribution of 250 questionnaire results is in accordance (fit) with the sample data. Model test obtained Chi-square = 428,760, Degrees of freedom = 296, Probability level = 0.000. Because the value of the Probability level = 0.000, below the value of 0.05 indicates that the distribution of 250 questionnaire results data is still not suitable (fit) with the sample data. In order for the questionnaire result data to fit (fit) with the sample data, modification of the number of questionnaire results data distribution was carried out by reducing the number of questionnaire results data distribution. The reduction was carried out based on the Mahalanobis d-squared table.

After subtracting 27 outlier category data, the result is a distribution model test of 223 questionnaire results obtained Chi-square = 336,701, Degrees of freedom = 296, Probability level = 0.052. Because the value of the Probability level = 0.052, above the value of 0.050 indicates that the distribution of 223 questionnaire results is in accordance (fit) with the sample data.
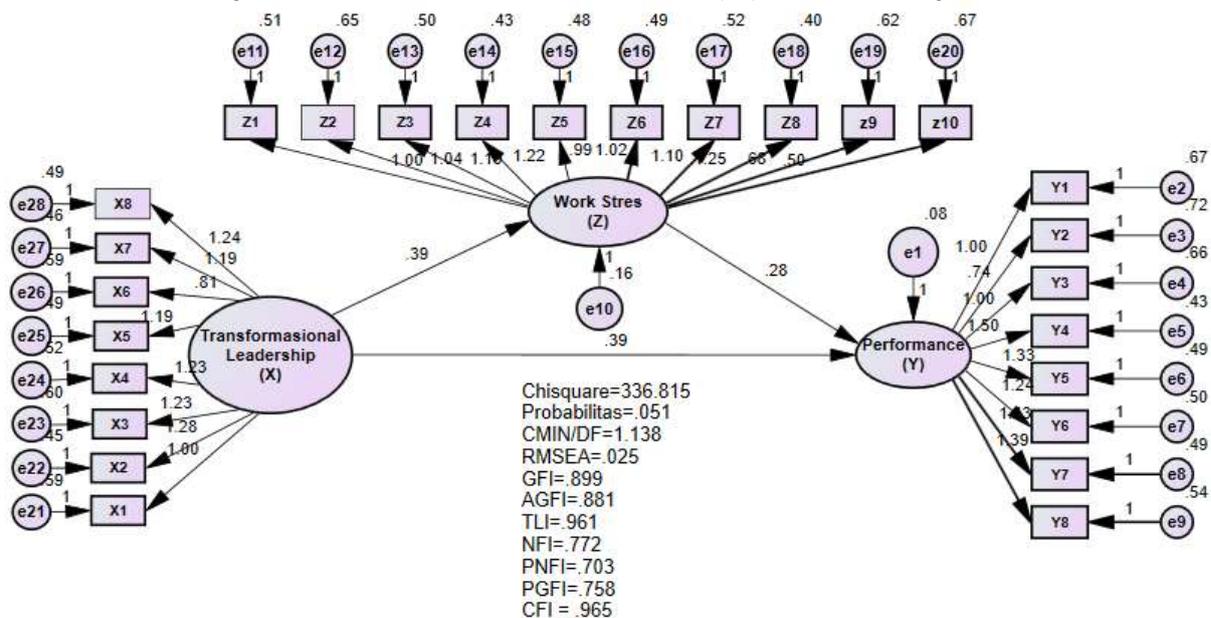
Figure 1. *Structural Equation Modeling* (SEM)

The results of the calculation of the value of goodness of fit generated by SEM are as follows:

Table 1. Goodness of Fit SEM Value

Criteria	Model Testing Results	Critical Value	Description
Probability	0,051	$\geq 0,05$	Fit
Cmin/DF	1,138	$\leq 2,00$	Fit
RMSEA	0,025	$\leq 0,08$	Fit
GFI	0,909	$\geq 0,90$	Fit
AGFI	0,901	$\geq 0,90$	Fit

TLI	0,961	≥ 0,95		Fit
CFI	0.965	≥ 0,95		Fit

Table 1 shows that most of the model suitability criteria (goodness of fit) have provided a fit index, namely Probability Prob² square, Cmin / DF, Root Mean Square Error Of Approximation (RMSEA), Goodness-of-fit-index (GFI), Adjusted Goodness Of Fit Index (AGFI), Tucker Lewis Index (TLI), and Comparative Fit Index (CFI).

Normality Test

The results of the data normality test of the questionnaire results are as follows:

Table 2. Normality Test Results

Variable	min	max	skew	c.r.	kurtosis	c.r.
x38	2.000	5.000	-.158	-.966	-.591	-1.802
x37	2.000	5.000	-.115	-.702	-.582	-1.775
x36	2.000	5.000	-.249	-1.521	-.517	-1.575
x35	2.000	5.000	-.156	-.954	-.664	-2.023
x34	2.000	5.000	-.249	-1.519	-.465	-1.416
x54	2.000	5.000	-.239	-1.456	-.731	-2.227
x53	2.000	5.000	-.140	-.856	-.811	-2.472
x52	2.000	5.000	-.134	-.815	-.615	-1.875
x51	2.000	5.000	-.056	-.341	-.746	-2.274
x50	2.000	5.000	-.094	-.575	-.677	-2.063
x49	2.000	5.000	-.127	-.776	-.832	-2.536
x48	2.000	5.000	-.297	-1.808	-.630	-1.920
x47	2.000	5.000	-.197	-1.201	-.743	-2.266
x20	2.000	5.000	-.390	-2.379	-.584	-1.781
x19	2.000	5.000	-.115	-.701	-.701	-2.137
x18	2.000	5.000	-.185	-1.125	-.592	-1.804
x17	2.000	5.000	-.512	-3.121	-.523	-1.594
x16	2.000	5.000	-.339	-2.066	-.712	-2.169
x15	2.000	5.000	-.178	-1.082	-.696	-2.122
x14	2.000	5.000	-.125	-.765	-.722	-2.202
x13	2.000	5.000	-.164	-1.001	-.759	-2.313
x33	2.000	5.000	-.347	-2.114	-.418	-1.275
x32	2.000	5.000	-.097	-.591	-.672	-2.048
x31	2.000	5.000	-.165	-1.007	-.744	-2.269
x30	2.000	5.000	-.338	-2.059	-.738	-2.251
x29	2.000	5.000	.049	.300	-.619	-1.886
Multivariate					5.788	1.132

Table 2 shows the results of the multivariate normality test which shows the cr multivariate of 1.132 which is in the range -2.58 to +2.58, and the variable values are in the range of -2.58 to +2.58, so it can be concluded that multivariate questionnaire results data are normally distributed and can be used for further analysis.

Confirmatory Factor Analysis (CFA)

CFA serves to identify the validity and reliability of the indicators which are the constructs of the research variables.

Validity is used to determine the respondent's interpretation of each statement item contained in the research instrument, whether the interpretation of each respondent is the same or completely different. If the respondent's interpretation is the same, the research instrument can be said to be valid, but if it is not the same then the instrument can be said to be invalid, so the statement items need to be changed. Validity is measured based on the loading factor value. If the loading factor value is greater than or equal to 0.5 (≥ 0.5) then the indicator in question is valid and means that the indicator is significant in measuring a construct.

Reliability is done to know the respondent's interpretation of the statement items contained in the research instrument which is indicated by the consistency of the answers given. The reliability of the indicator can be seen from the p value of the error variance, it is said to be reliable if the value is less than 0.05 (<0.05). Meanwhile, composite reliability was used to calculate construct reliability with a cut off value of at least 0.7 (> 0.7). To get the composite reliability value, the formula is used:

$$CR = \frac{\left(\sum \lambda\right)^2}{\left(\sum \lambda\right)^2 + \sum\left(1 - \lambda^2\right)}$$ (Ferdinand, 2016).

The results of the confirmatory factor analysis test on exogenous variables can be seen in the following table:

Table 3. Confirmatory Factor Analysis of Exogenous Variables

Variable	Indicator	P Value variance error	Loading (λ)	λ^2	$1 - \lambda^2$	Construct Reliability
Transformational Leadership (X)	x13	0,000	1,000	1,000	0,000	1,037
	x14	0,000	1,335	1,782	-0,782	
	x15	0,000	1,070	1,145	-0,145	
	x17	0,000	1,322	1,748	-0,748	
	x18	0,000	1,272	1,618	-0,618	
	x19	0,000	0,810	0,656	0,344	
	x20	0,000	1,248	1,558	-0,558	
	x16	0,000	1,273	1,621	-0,621	
	Total		10,020		-0,636	

Table 3 shows that the exogenous variables consisting of compensation have a CFA (confirmatory factor analysis) value of factor loading greater than 0.50, all construct reliability is greater than 0.70, and the p-value of variance error is less than 0.05 (<0.05).), so it can be concluded that these variables are valid and reliable in constructing the model, and can be used for further analysis.

The results of the confirmatory factor analysis test on endogenous variables can be seen in the following table:

Table 4. Confirmatory Factor Analysis of Endogenous Variables

Variable	Indicator	P Value variance error	Loading (λ)	λ^2	$1 - \lambda^2$	Construct Reliability
Work Stress (Z)	x29	0,000	1,000	1,000	0,000	1,006
	x30	0,000	1,072	1,149	-0,149	

Variable	Indicator	P Value variance error	Loading (λ)	λ^2	$1 - \lambda^2$	Construct Reliability
	x31	0,000	1,216	1,479	-0,479	
	x32	0,000	1,223	1,496	-0,496	
	x33	0,000	0,999	0,998	0,002	
	x34	0,000	1,025	1,051	-0,051	
	x35	0,000	1,082	1,171	-0,171	
	x36	0,000	1,284	1,649	-0,649	
	x37	0,000	0,654	0,428	0,572	
	x38	0,003	0,465	0,216	0,784	
	Total		10,020		-0,636	
Performance (Y)	x47	0,000	1,000	1,000	0,000	
	x48	0,000	0,709	0,503	0,497	
	x49	0,000	1,013	1,026	-0,026	
	x50	0,000	1,578	2,490	-1,490	1,051
	x51	0,000	1,374	1,888	-0,888	
	x52	0,000	1,281	1,641	-0,641	
	x53	0,000	1,491	2,223	-1,223	
	x54	0,000	1,380	1,904	-0,904	
	Total		9,826		-4,675	

Table 4 shows that the endogenous variables consisting of Quality of Work Life and Performance have a CFA (confirmatory factor analysis) value of factor loading greater than 0.50, all of the construct reliability is greater than 0.70, and the p-value of the variance error is smaller. of 0.05 (<0.05), so it can be concluded that these variables are valid and reliable in compiling the model, and can be used for further analysis.

Direct and Indirect Influence

SEM test results on each variable:

Table 5. SEM Coefficient Value of Influence Between Variables

Casualty Relationship			Direct Effect	Indirect Effect (Through Z)	Total Effect
Transformational Leadership (X)	➜	*Work Stress* (Z)	0,392	-	0,392
Transformational Leadership (X)	➜	*Performance* (Y)	0,392	-	0,392
Work Stress (Z)	➜	*Performance* (Y)	0,283	-	0,283
Transformational Leadership (X)	➜	*Performance* (Y)	0,392	0,283	0,111

Based on Table 5, it can be explained as follows:
1. The coefficient value of the Transformational Leadership variable has an effect on Work Stress of 0.392
2. The coefficient value of the Transformational Leadership variable has an effect on Performance of 0.392
3. The coefficient value of the Work Stress variable has an effect on Performance of 0.283

4. The value of the transformational leadership coefficient has an effect on performance through work stress of 0.392 x 0.283 = 0.111

Hypothesis Testing

After knowing the value of the coefficient of each variable, the next step is to test the hypothesis using the CR value and its probability.

Table 6. Test of Causality Regression Weight

		Estimate	S.E.	C.R.	P	Description
Transformational Leadership (X)	➔ *Work Stress* (Z)	0,392	0,102	3,854	0,000	Significant
Transformational Leadership (X)	➔ *Performance* (Y)	0,392	0,104	3,764	0,000	Significant
Work Stress (Z)	➔ *Performance* (Y)	0,336	0,089	3,162	0,002	Significant

Based on Table 6, it can be explained as follows:

1. The estimation results of the Transformational Leadership variable parameter to Work Stress showed significant results with a CR value of 3.854, this value is greater than 1.96, and the resulting significance level (p-value) of 0.000 is very small (p <0.05). Thus, the first hypothesis which states that Transformational Leadership has a positive and significant effect on Work Stress is acceptable. The results of the study reinforce the findings (Hamdani & Handoyo 2012).

2. The estimation results of the Transformational Leadership variable parameter on Performance showed significant results with a CR value of 3.764, this value was greater than 1.96, and the resulting significance level (p-value) was 0.000 very small (p <0.05). Thus, the second hypothesis which states that Transformational Leadership has a positive and significant effect on performance can be accepted. The results of the study reinforce the findings of Tandayong (2018), Tucunan et al, (2014).

3. The estimation results of the Work Stress variable parameter on Performance showed significant results with a CR value of 3.162, this value was greater than 1.96, and the resulting significance level (p-value) was 0.002 (p <0.05). These results support the third hypothesis which states that Work Stress has a positive and significant effect on performance, which is acceptable. The results of the study reinforce the findings of Sandhi & Rahardjo (2013); Chandra (2017).

4. The value of the transformational leadership coefficient has an effect on performance through work stress of 0.392 x 0.283 = 0.111 <0.392. Thus, the fourth hypothesis which states that Transformational Leadership has a positive and significant effect on Performance through Work Stress, cannot be accepted.

Conclusion

Transformational Leadership has a significant effect on the Work Stress of employees at the Regional Office of the Directorate General of Customs and Excise, East Java I, this shows that Transformational Leadership is able to increase the Work Stress of employees at the Regional Office of the Directorate General of Customs and Excise, East Java I. Transformational Leadership has a significant effect on the performance of employees at the Regional Office of the Directorate General of Customs and Excise, East Java

I, this shows that Transformational Leadership is able to increase the performance of employees at the Regional Office of the Directorate General of Customs and Excise, East Java I. Work Stress has a significant effect on the performance of employees at the Regional Office of the Directorate General of Customs and Excise, East Java I, this shows that Work Stress is able to increase the performance of employees of the Regional Office of the Directorate General of Customs and Excise, East Java I. Transformational Leadership has no significant effect on Performance through Work Stress for employees at the Regional Office of the Directorate General of Customs and Excise, East Java I, this shows that Transformational Leadership has not been able to increase Performance through Work Stress for employees at the Regional Office of the Directorate General of Customs and Excise, East Java I.

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