

# The Effect of Transformational Leadership Style on Employee Performance with Job Stress as Intervening Variables in PT. Pos Indonesia

**Dharma Jaya, Mahendra Fakhri, Putu Nina Madiawati, Ida Nurnida,  
Bachruddin Saleh Luturlean**

School of Communication and Business Telkom University

[dharmajaya@student.telkomuniversity.ac.id](mailto:dharmajaya@student.telkomuniversity.ac.id), [mahendrafakhri@telkomuniversity.ac.id](mailto:mahendrafakhri@telkomuniversity.ac.id),  
[pnamamad@telkomuniversity.ac.id](mailto:pnamamad@telkomuniversity.ac.id), [nurnida@telkomuniversity.ac.id](mailto:nurnida@telkomuniversity.ac.id),  
[bachruddinsaleh@telkomuniversity.ac.id](mailto:bachruddinsaleh@telkomuniversity.ac.id)

## Abstract

This study aims to determine and analyze the effect of transformational leadership style on employee performance with job stress as an intervening variable. This research uses descriptive quantitative research methods. The population in this study were all employees of PT. Pos Indonesia (Persero) Bandung Head Office in the Directorate of Human Resources. The sample in this study used a saturated sample of 65 employees. The data consists of primary and secondary data. Data analysis was performed by path analysis, hypothesis testing and coefficient of determination. This study indicates that the transformational leadership style variable (X) has a significant effect on employee performance (Y) by 48.3 percent. Meanwhile, the variable transformational leadership style (X) has no significant effect on job stress (Z), the job stress variable has no effect significantly on employee performance (Y), and the transformational leadership style variable (X) has a significant effect on employee performance variables (Y) through job stress (Z) by 71 percent.

**Keywords:** Transformational leadership style, Job stress, Employee performance, Human Resource Management.

## 1. Introduction

In the current era of globalization, companies in Indonesia face intense competition, both with domestic and foreign companies, to get their target market share. With globalization, the business world is inevitably pushed to achieve an effective and efficient company. This is also felt by companies that offer courier services in Indonesia.

The global competition in the current era requires the readiness to change without breaking industrial existence. The conditions of the Covid-19 pandemic that are currently hitting the world, including many countries in Asia, face uncertain changes within organizations (Shaw et al., 2020). This virus's impact also makes human resources within an organization affected (Han, et al., 2020). Human resources in an organization play a very important role because human resources are essential to carrying out organizational activities. Effective and efficient use of human resources can affect the organization's survival, including during the Covid-19 pandemic. Therefore, management is obliged to take practical and strategic steps to bring the organization out of the crisis that has almost drowned some companies that are not well prepared.

The achievement of company goals will greatly depend on how employees can develop their abilities in the field of managerial, human relations, and technical operations. Therefore, it is natural for human resource management to receive serious attention from company leaders (Gilang et al., 2019). This can be seen in the programs and policies related to human resource management at PT. Pos Indonesia (Persero) Bandung Head Office, starting from the process of withdrawal, placement, maintenance, and development, to increase human resources reliability, which is the most important factor in the company. Every company or agency needs to improve the performance of its employees. Employee performance is essential for the company as a measure of success in running any business, because the higher the performance, the higher the chance to achieve company goals (Pradana et al., 2020), because the company expects its employees to have good performance. Given the importance of employee performance, it can be said that performance improvement is one of the important aspects of human resource management for the company. Performance improvement can be done if employees have good work quality so that employees can work competently and are able to complete work on time according to predetermined standards (Fakhri et al., 2019).

Employee's performance appraisal guidelines consists of multiple levels, namely P1 with a very poor predicate, P2 with a poor predicate, P3 with a sufficient predicate, P4 with a good predicate, and P5 with a very good predicate. The higher the level, the better the value obtained by the employee.

Table 1. Recapitulation of employee performance 2019-2020

| Criteria | Actual | Ideal |
|----------|--------|-------|
| P1       | 2,5%   | 4,4%  |
| P2       | 16%    | 19,4% |
| P3       | 43,8%  | 39,7% |
| P4       | 24,9%  | 23,3% |
| P5       | 12,8%  | 13,2% |

PT. Pos Indonesia Bandung carried out employee performance appraisal once every three months or quarterly. In table 1, it can be seen that the percentage of employee performance with the predicate is very low or P1 is 2.5 percent with an ideal value of 4.4 percent. Percentage of employee performance with the predicate or P2 is 16 percent with the ideal value of 19.4 percent. The percentage of employee performance with the title sufficient or P3 is 43.8 percent with the ideal value of 39.7 percent. The percentage of employee performance with a good predicate or P4 is 24.9 percent with an ideal value of 23.3 percent. The percentage of employee performance with a very good predicate or P5 is 12.8 percent with an ideal value of 13.2 percent.

The problem complexity in determining performance can generate ineffective performance (Fakhri et al., 2020). Therefore, the authors measure it with 11 independent variables that affect employee performance in the pre-research questionnaire. Based on the pre-questionnaire results, there are several responses regarding 11 independent variables proposed to examine what kind of variable can affect employee performance. The independent variables that get the lowest average value include job stress and leadership style. The researchers are interested in further research on leadership, job stress, and employee performance based on the description.

## 2. Theories

### Human Resource Management

Human Resource Management is a series of organizational activities directed at attracting, developing and maintaining an effective workforce (Robbins & Judge, 2017). Meanwhile, according to Sedarmayanti (2017), human resource management is the process of empowering humans to fulfil their physical and psychological potentials function optimally to achieve goals.

### Transformational Leadership Style

T transformational leadership is defined as the ability of a leader to change the work environment, work motivation, work patterns, and work values that are perceived by subordinates so that they are able to optimize their performance to achieve established organizational goals (Bass, 1990).

Transformational leadership can be understood as leadership that involves change in the organization. Furthermore, transformational leadership includes developing a closer relationship between leaders and followers, not just an agreement, but more based on trust and commitment (Kim, 2014). It can be concluded that within the leadership, a leader tries to build awareness of his subordinates to emphasize the importance of a work, self-value and a better transformation, especially to achieve organization goals (Fakhri et al., 2020).

According to Avolio & Bass there are four dimensions of transformational leadership including idealistic influence, inspiring motivation, intellectual stimulation, and adapted considerations (Northouse, 2019).

### Employee Performance

Kasmir (2016) states that performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given in a certain period. According to Kasmir (2016), to measure employee performance, several indicators of performance criteria can be used, namely, quality (quality), quantity (amount), time (period), cost suppression, supervision, and relations between employees.

### Job Stress

Job stress are related to damaging habits such as decreased efficiency, absenteeism and increased turnover intentions (Crawford et al., 2010). Job stress is similar to awareness or dysfunction due to unstable working conditions (Parker & DeCotiis, 1983). Job stress occurs when a person experiences work-related hardness, stress, anxiety, anger, concern, and distress (Griffin et al., 2010). In addition, work tension may also be the primary cause of employees' dismissal (Ito et al., 2001). It is important to remember that leaving can be used to avoid stress, whether or not it can be related to work-based causes on its own. This may cause higher turnover situation due to higher stress levels (Erenstein & McCaffrey, 2007). Robbin & Judge (2014: 375) grouping stress symptoms into three dimensions, namely physiological symptoms, psychological symptoms, and behavioral symptoms.

### Relationship between Transformational Leadership Style and Job stress

According to Yukl (2013), leadership is the ability of certain individuals to influence, motivate and enable others to contribute to organizational effectiveness and success. Leadership in an organization also affects the job stress experienced by subordinates. However, the key factor in the emergence of job stress is a person's perception and assessment of the situation and his ability to face or take advantage of the situation at hand. If subordinates perceive this leadership highly, a balance between individual mental endurance and the perceived workload will be achieved. This can reduce and control job stress on employees. However, if the subordinates perceive the behavior shown by this leader to be bad, then they will tend to refuse to change. Because basically, transformational leadership is leadership that seeks to make organizational changes to achieve higher performance.

### Relationship of Transformational Leadership Style to Employee Performance

According to Yukl (2013) transformational leadership influences followers by embracing new values, but much more generally, leaders increase the value of existing followers and relate those values to task goals. According to Northouse (2019), transformational leadership's impact on employees is that transformational leadership can make followers give a performance that exceeds leader expectations.

### Relationship between Job Stress and Employee Performance

According to Robbins & Judge (2017), stress has an effect on performance, this is evidenced by the inverted U between job stress and job performance. The effect of Job Stress on Employee Performance can be seen in the following inverted U graph:

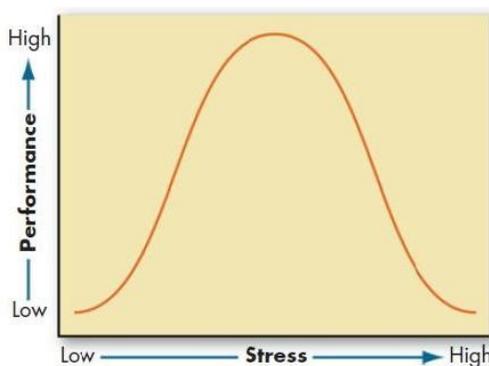


Figure 1. The Effect of Job Stress on Performance

Based on the theory expressed by Robbins and Judge, it states that stress at low to moderate levels will stimulate the body and result in the ability to react. At that time individuals often do their job better, more intensively or faster. However, if the amount of stress is high and uncontrollable, it will result in low or decreased performance

## Research Framework

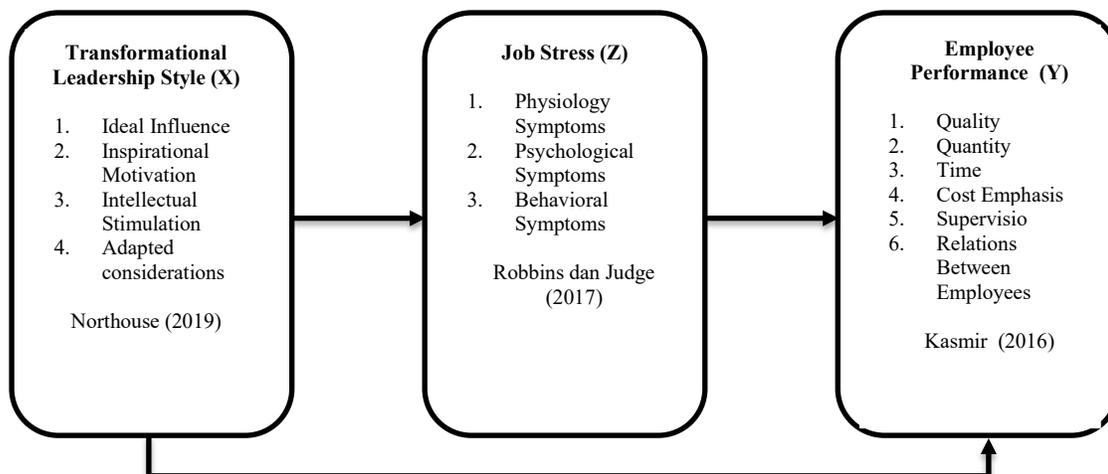


Figure 2. Research Framework

### 3. Methodology

This research uses descriptive and causal research methods with a quantitative approach. The technique sampling in this research is a saturated sampling. Data in this research was obtained by using primary and secondary data. Research questionnaire distributed directly by involving 65 respondents. Secondary data obtained from various sources such as books, journals, literature and previous research related to research variables. The data analysis technique used is descriptive analysis and path analysis.

### 4. Result and Discussion

#### Validity Test

Of the 29 questionnaire items of the product quality variable which were distributed to 30 respondents, had a correlation value (rcount) above 0.361 (rtable) of 29 questionnaires distributed to 30 respondents, had a correlation value (rcount) above 0.361 (r table) so that all statements are valid and fit for use in simple linear regression analysis.

#### Reliability Test

The Cronbach's Alpha value in this study is 0.937 so it can be concluded that all the questionnaires in this study are reliable or consistent because the Cronbach's alpha value is  $> 0.6$ .

#### Data Analysis Techniques

##### Descriptive Analysis

Of the 11 items statement of transformational leadership style, 6 items of job stress variable statements and 12 items of proposed employee performance statements, the total average response of respondents to transformational leadership style is 78 percent for the job stress variable 52 percent and 80 percent for the employee performance variable. It can be said transformational leadership style and employee performance at PT. Pos Indonesia (Persero) Bandung Head Office is good and job stress at PT. Pos Indonesia (Persero) Bandung Head Office is sufficient.

**Classical Assumption Test**

a. Normality test

Table 2. One-Sample Kolmogorov-Smirnov Test

|                                  |                | Unstandardized Residual |
|----------------------------------|----------------|-------------------------|
| N                                |                | 65                      |
| Normal Parameters <sup>a,b</sup> | Mean           | ,0000000                |
|                                  | Std. Deviation | 5,43124560              |
| Most Extreme Differences         | Absolute       | ,083                    |
|                                  | Positive       | ,058                    |
|                                  | Negative       | -,083                   |
| Test Statistic                   |                | ,083                    |
| Asymp. Sig. (2-tailed)           |                | ,200 <sup>c,d</sup>     |

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

From table 2 above it can be seen that the Asymp. Sig. (2 tailed) shows a number of 0.200 and greater than 0.05, this indicates that the residual variables are normally distributed.

b. Heteroscedasticity Test

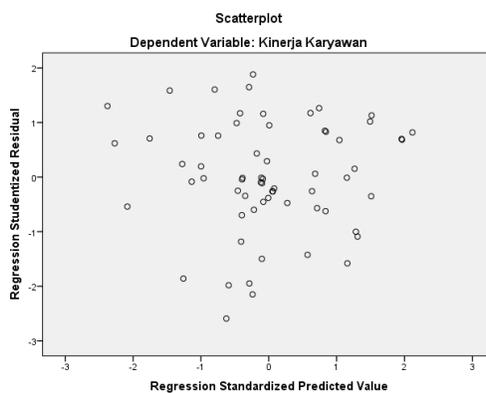


Figure 3. Heteroscedasticity Test Results

Based on Figure 3 above it can be concluded that the results of the Scatterplot chart have no clear pattern and the dots spread above and below the number 0 and also do not form a pattern then there is no heteroscedasticity or it is also called homoscedasticity.

c. Multicollinearity Test

Table 3. Multicollinearity Test Results

| Coefficients <sup>a</sup> |                                   |                             |            |                           |       |      |                         |       |
|---------------------------|-----------------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
| Model                     |                                   | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|                           |                                   | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1                         | (Constant)                        | 8,104                       | 3,953      |                           | 2,050 | ,045 |                         |       |
|                           | Transformational Leadership Style | ,851                        | ,114       | ,695                      | 7,467 | ,000 | ,959                    | 1,043 |
|                           | Job Stress                        | ,012                        | ,154       | ,007                      | ,075  | ,940 | ,959                    | 1,043 |

a. Dependent Variable: Kinerja Karyawan

From table 3, it can be seen that the VIF value for the transformational leadership style and job stress variables is the same, namely 1,043, which is less than 10 and the tolerance value for the transformational leadership style and job stress variables is also the same as 0.959, the value is more than 0.10 so it can be It was concluded that there was no multicollinearity problem because the VIF value of each variable was <10 and the value was Tolerance > 0.10.

**Hypothesis testing**

a. Simultaneous Significance Test

Table 4. Simultaneous Significance Test Results

| ANOVA <sup>a</sup> |            |                |    |             |        |                   |
|--------------------|------------|----------------|----|-------------|--------|-------------------|
| Model              |            | Sum of Squares | df | Mean Square | F      | Sig.              |
| 1                  | Regression | 1778,120       | 2  | 889,060     | 29,197 | ,000 <sup>b</sup> |
|                    | Residual   | 1887,899       | 62 | 30,450      |        |                   |
|                    | Total      | 3666,020       | 64 |             |        |                   |

a. Dependent Variable: Employee Performance

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

Based on Table 4, it can be seen that  $F_{count} > F_{table}$  ( $29,197 > 3,15$ ) and the level of significance is  $0.000 < 0.05$ . show that  $H_0$  is rejected and  $H_a$  accepted, meaning that independent variables of transformatonal leadership style and job stress jointly have a significant impact on employee performance to the PT. Pos Indonesia (Persero) Bandung Head Office.

b. Partial Significance Test (t test)

Table 5. Partial Significance Test Results Sub-Structure 1

| Coefficients <sup>a</sup> |                             |                             |            |                           |       |      |
|---------------------------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                             | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)                  | 9,285                       | 3,016      |                           | 3,078 | ,003 |
|                           | Transformational Leadership | ,151                        | ,091       | ,203                      | 1,648 | ,104 |

a. Dependent Variable: Job Stress

Based on the results of the T test, the partial structure of the Transformational Leadership Style (X) has a value of t count (1.648) < t table (1.998) with Sig. 0.104 > 0.05. This shows that the Transformational Leadership Style (X) does not have a significant effect on Job Stress (Z).

Table 6. Partial Significance Test Results Sub-Structure 2

| Coefficients <sup>a</sup> |                             |                             |            |                           |       |      |
|---------------------------|-----------------------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |                             | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |                             | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)                  | 8,104                       | 3,953      |                           | 2,050 | ,045 |
|                           | Transformational Leadership | ,851                        | ,114       | ,695                      | 7,467 | ,000 |
|                           | Job Stress                  | ,012                        | ,154       | ,007                      | ,075  | ,940 |

a. Dependent Variable: Employee Performance

Based on the results of the T test for the partial structure of the Transformational Leadership Style (X) has a value of t count (7,467) > t table (1.998) with Sig. 0.000 < 0.05. This shows that the Transformational Leadership Style (X) has a significant effect on Employee Performance (Y) and partially Job Stress (Z) has a value of t count (0.75) < t table (1.998) with Sig. 0.940 > 0.05. This shows that Job Stress (Z) does not have a significant effect on employee performance (Y).

c. Determinant Coefficient Test

Table 7. Determinant Coefficient Test Result

| Model Summary |                   |          |                   |                            |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model         | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1             | ,696 <sup>a</sup> | ,485     | ,468              | 5,51815                    |

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

Table 7 shows that the R value of 0.696 and R square (R<sup>2</sup>) is 0.485. This figure is used to see the magnitude of the influence of transformational leadership style and job stress on Employee Performance simultaneously. How to calculate R square using the coefficient of determination using the following formula:

$$\begin{aligned}
 \text{KD} &= r^2 \times 100\% \\
 &= (0.696)^2 \times 100\% = 48.5\%
 \end{aligned}$$

This figure shows the coefficient of determination of 48.5 percent. This shows that the influence of the independent variables (Transformational Leadership Style and Job Stress) on the dependent variable, namely Employee Performance amounted to 48.5 percent while the remaining 51.5 percent was influenced by other factors not examined organizational in this study, such as organizational culture, compensation, job satisfaction and so on.

### Path Analysis

The path analysis model in this study can be described as follows:

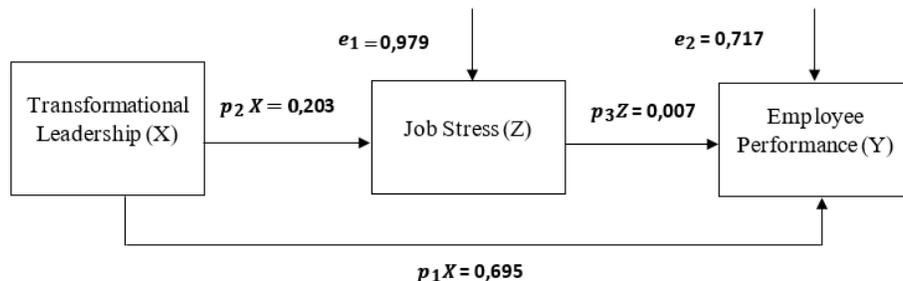


Figure 4. Causal Relationship of Sub-Structure 1 and 2

- Effect of Transformational Leadership Style (X) and Employee Performance (Y)  
Based on the results of the study, the path coefficient value for the direct effect of transformational leadership on employee performance is 0.483 or 48.3 percent with a significance level of 0.000. This shows that there is a significant positive effect of transformational leadership on employee performance and it can be concluded that if the transformational leadership style variable is increased, the employee performance at PT. Pos Indonesia (Persero) Bandung Head Office is increasing.
- Effect of Transformational Leadership Style (X) on Job Stress (Z)  
Based on the results of the study, the path coefficient value for the direct effect of transformational leadership on job stress is 0.041 or 4.1 percent with a significance level of 0.104. This shows that there is no significant effect of transformational leadership on job stress. So it can be concluded that the optimal application of transformational leadership style will not affect employee job stress.
- The Influence of Transformational Leadership Style (X) on Employee Performance (Y) through Job Stress (Z)  
Based on the results of the study, the path equation is obtained as follows:

$$\begin{aligned}
 X \text{ Z } Y &= X \rightarrow Z \times Z \rightarrow Y \\
 &= 0,203 \times 0,07 \\
 &= 0,01421
 \end{aligned}$$

From the above calculations, the effect of transformational leadership style on employee performance through job stress is obtained from the multiplication of the path force coefficient transformational leadership on job stress (XZ) and the path coefficient value of job stress on employee performance (ZY) becomes  $(0.203 \times 0.07) = 0.01421$ . The multiplication result shows that the value of the indirect effect coefficient (XZ x ZY) is smaller than the value of the direct effect coefficient (XY), namely,  $(0.01421 < 0.695)$ . This shows that job stress (Z) as an intervening variable is able to mediate transformational leadership style (X) on employee performance (Y) even though the value of the coefficient direct effect is greater than the value of the coefficient indirect effect.

## 5. Conclusion

Based on the results of research and discussion that has been stated previously regarding transformational leadership style on employee performance with job stress as an intervening variable at PT. Pos Indonesia (Persero) Bandung Head Office, several conclusions can be drawn which are expected to provide answers to the problems formulated in this study are as follows:

- Transformational leadership style at PT. Pos Indonesia (Persero) Bandung Head Office is included in the good category.
- Employee performance at PT. Pos Indonesia (Persero) Bandung Head Office is included in the good category.
- Job stress at PT. Pos Indonesia (Persero) Bandung Head Office is included in the good category.
- Transformational leadership style has an effect and is significant on the performance of the employees of PT. Pos Indonesia (Persero) Bandung Head Office.
- Transformational leadership style has no effect partially and only simultaneously affects the performance of employees of PT. Pos Indonesia (Persero) Bandung Head Office.
- Job stress does not affect partially and only simultaneously affects the performance of the employees of PT. Pos Indonesia (Persero) Bandung Head Office.
- Transformational leadership style affects the performance of employees of PT. Pos Indonesia (Persero) Bandung Head Office which is mediated by job stress.

## References

- Bass, B. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research & managerial applications 3rd ed.* New York: Free Press.
- Erenstein, C. F., & McCaffrey, R. (2007). How healthcare work environments influence nurse retention. *Holistic Nursing Practice, 21*, 303-307.
- Fakhri, M., Pradana, M., Syarifuddin, S., & Suhendra, Y. (2020). Leadership Style and its Impact on Employee Performance at Indonesian National Electricity Company. *The Open Psychology Journal, 13(1)*, 321-325.
- Fakhri, M., Pradana, M., Syarifuddin, S., Hafid, H., & Mustika, N. (2019). Analyzing work satisfaction of employees at production department: Case study of Indonesian state military equipment manufacturer. *International Journal of Advanced Science and Technology 2019; 28(8s)*, 163-175.
- Gilang, A., Fakhri, M., Syarifuddin, S., Pradana, M., & Utami, D. P. (2019). Ethical leaderships and organizational culture of student organization at Indonesian Private University. *International Conference on Industrial Engineering and Operations Management*, (hal. 70-78).
- Han, E., Tan, M. M., Turk, E., Sridhar, D., Leung, G. M., Shibuya, K., . . . Legido-Quigley, H. (2020). Lessons learnt from easing COVID-19 restrictions: an analysis of countries and regions in Asia Pacific and Europe. *The Lancet, 396(10261)*, 1525-1534.
- Kasmir. (2016). *Human Resources Management*. Depok: PT. Raja Grafindo Persada.
- Kim, H. (2014). Transformational leadership, organizational clan culture, organizational affective commitment, and organizational citizenship behavior: A case of South Korea's public sector. *Public Organization Review, 14(3)*, 397-417.
- Northouse, P. G. (2019). *Leadership Theory and Practice 8th Edition*. Thousand Oaks: SAGE Publications.
- Parker, D. F., & DeCotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance, 32*, 160-177.
- Pradana, M., Pérez-Luño, A., & Fuentes-Blasco, M. (2020). Innovation as the key to gain performance from absorptive capacity and human capital. *Technology Analysis & Strategic Management, 32(7)*, 822-834.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior, 17th edition*. Harlow: Pearson Education.
- Sedarmayanti. (2017). *Human Resource Management*. Bandung: PT. Refika Aditama.
- Shaw, R., Kim, Y. K., & Hua, J. (2020). Governance, technology and citizen behavior in pandemic: Lessons from COVID-19 in East Asia. *Progress in disaster science, 6*.
- Silvanita, A., & Tan, C. -L. (2017). A model linking the knowledge management (KM) enabler, KM capability and operational performance in Indonesian automobile industry. *Advanced Science Letters, 23(1)*, 640-642.
- Yukl, G. (2013). *Leadership in organizations*. New York: Pearson.