

The Role of Transformational Leadership Style in Mediating Work Stress and Work Motivation on Employee Performance

¹Lela Nurlela Fitriani, ²Triyuni Soemartono, ³Jubery Marwan

^{1, 2, 3}Postgraduate Students, Faculty of Economics and Business, Universitas Prof. Dr. Moestopo (Beragama), Jakarta, Indonesia.

Correspondent: lelanurlela1231@outlook.com

Abstract

The objective of this research is to investigate the role that transformational leadership plays in mediating the relationship between employee performance and the degree to which stress and motivation at work are affecting employees. This research was carried out in the Baros District of the Serang Regency, and it utilized a quantitative methodology from the beginning. The primary data were acquired through the use of purposive sampling, and then they were analyzed through the use of Path Analysis. These data were tested for reliability, validity, and normalcy. Despite the fact that work motivation has a beneficial affect on both transformational leadership and employee performance, the data indicate that stress at work does not have a substantial impact on transformational leadership. Additionally, in contrast to job motivation, stress at work does not have a direct influence on employee performance. Moreover, the research draws attention to the fact that transformational leadership has an effect on employee performance, but stress at work does not have this effect. High workloads, pressure from leadership, dangerous duties, role conflicts, insufficient organizational support, and a lack of motivation and effective leadership are all factors that can be related to the deterioration in employee performance. Leaders are responsible for effectively guiding and influencing their subordinates, pushing them to attain their full potential, and providing an example for others to follow.

Keywords: Job Stress, Work Motivation, Transformational Leadership, Employee Performance.

Citation: Fitriani, Lela Nurlela., Soemartono, Triyuni., Marwan, Jubery., **The Role of Transformational Leadership Style in Mediating Work Stress and Work Motivation on Employee Performance.**, E-ISSN: 3090-6962 Vol 2 Number 1 Page 91-105

Background

In accordance with the provisions of Law Number 23 of 2014 concerning Regional Government, Government Regulation Number 17 of 2018 concerning Sub-districts, and Regulation of the Minister of Home Affairs Number 132 of 2018 concerning the Formation and Classification of Sub-districts, the sub-district, in its capacity as a government unit, holds a strategic position in the implementation of regional government. Furthermore, the sub-district is a government unit. Not only do sub-districts serve as the implementers of general government affairs and community empowerment, but they also have the authority to provide public services that cannot be carried out by villages or sub-districts. Additionally, sub-districts are responsible for coordinating the functioning of the government at the local level. It is therefore the competence of human resources, particularly the apparatus that is tasked with administrative services and community empowerment, that has a significant impact on the success of the implementation of sub-district tasks and functions.

It is clear from the phenomenon that is taking place in the Baros District of the Serang Regency that the fulfillment of the responsibilities of civil servants is not yet at its best. The results of the pre-survey revealed a variety of issues that employees are confronted with, including deteriorating physical health as a result of the workload, role conflicts between

employees, high workloads that pose risks, relatively long travel distances, unmet basic needs, low cooperation with leaders and coworkers, a lack of recognition from the organization, and inadequate leadership in terms of providing motivation and remedies for work-related issues. In the end, these situations result in decreased employee performance since they cause stress at work, lower motivation, and ultimately lead to decreased productivity.

A person's capacity to carry out their duties will, in most cases, motivate them to perform exceptionally well (superior performance). In point of fact, however, there are a great number of issues that exist in the workplace and the environment of the workplace, all of which have significant repercussions for the performance of the employees. There is a positive and significant influence of work stress and job satisfaction on employee performance, according to the findings of Dewi, Bagia, and colleagues (2014). However, there is a negative influence between work stress and employee job satisfaction to be found. For someone who is under a significant amount of stress, this indicates that their performance will suffer as a result. An individual can experience either good or negative stress, which is referred to as eustress or distress, respectively. Eustress has the potential to drive higher performance and positively urge workers to make an attempt. Moreover, stress at work has the potential to enhance staff capabilities. The performance of employees in terms of their health is

negatively impacted when they are experiencing distress. According to Jimmyson et al. (2004), this, in turn, can have a negative impact on the efficiency of both people and organizations. When it comes to employee performance, another discovery is that the high association that exists between emotional intelligence and stress at work can be utilized as a predictor. The researchers Hidayati, Purwanto, and Yuwono (2008) found that when the two factors were examined separately, there was a strong beneficial connection between emotional intelligence and employee performance, and there was also a significant negative link between work stress and employee performance.

In theory, stress at work can be either positive (eustress), which can lead to enhanced performance, or negative (distress), which actually leads to a decline in performance and has effects that are damaging to employees' psychological and physiological well-being. The results of previous studies have been inconsistent, but they have demonstrated that there is a strong relationship between stress at work, job satisfaction, and employee performance. There have been a number of studies that have demonstrated that motivation does not always have a substantial impact on performance, despite the fact that, in theory, it is an important aspect that might boost employee happiness and performance. A gap in research has been left about the relationship between work stress, work motivation, and employee performance as a result of

these contradictory research findings, which reveal inconsistencies in the empirical findings.

According to Ayub, Nadia, and Shagufta Rafif (2011), employees that have a high level of work motivation have shown to have a considerable impact on the performance of their employees. Employees who are strongly driven towards their work will put forth their full potential in their employment. Purnomo (2007) came to the conclusion that motivation does not significantly effect employee performance. This finding contradicts the findings of Purnomo (2007). Employees, on the other hand, will leave permanently, either freely or involuntarily, if they are subjected to pressure at work, which leads to stress related to their work (Robbins and Judge, 2007).

According to Ahmed et al. (2010), other aspects of one's work motivation play a significant part in the process of enhancing job satisfaction among employees and can also contribute to improvements in employee performance. This is especially true when it comes to job motivation, which is intended to increase the performance of the employee in question. Motivation is vital since it can inspire or motivate someone to accomplish something with more enthusiasm. In the event that an individual possesses positive psychological motivation, they will demonstrate positive behavior, put up a decent effort at work, and deal with challenges at work in a persistent

manner. It is considered that transformational leadership can act as a mediator in the link between employee performance, job stress, and work motivation in the setting of Government organizations. In order to hopefully reduce the negative effects of work stress and increase employee engagement, this style of leadership places an emphasis on the leader's capacity to inspire, motivate, and address the specific needs of each individual employee. A lack of appreciation, a lack of desire, and insufficient communication in the process of addressing employee difficulties are all indications that certain leaders in the Baros District have not adequately implemented transformational leadership. This is shown by the fact that the phenomena took place in the district. This demonstrates that there is a disconnect between the ideal role of transformational leadership and the many leadership methods that are now being implemented in the field.

Literature Review

Job Stress

According to Robbins and Judge (2007), employment stress is a psychological and physiological response that takes place when the demands of an individual's job exceed their capacity to cope with those demands. According to Mangkunegara (2013), factors that cause stress on the workplace can arise from both within and outside the company. Some examples of these factors include an excessive workload, role conflict, a

lack of career growth opportunities, and confusing organizational structures. Job stress that lasts for an extended period of time can result in deteriorating health, diminished motivation, and lower job satisfaction among employees.

However, stress at work may not always have a detrimental impact. Employees can be encouraged to be more productive, creative, and innovative when they are exposed to certain scenarios that can cause stress to act as eustress. Furthermore, according to Jimmyson et al. (2004), distress can have negative effects, such as a decline in performance, an increase in absenteeism, and even the intention to leave the organization. As a result, it is essential to investigate the extent to which stress at work might have an effect on employee performance, particularly in government bureaucracies that are characterized by their dynamic administration and public service. Anwar Prabu Mangkunegara (2013; 93) proposed that there are six indications that can be used to quantify stress at work. These indicators are as follows: (1) Conditions of employment; a) Unsatisfactory working parameters; Inadequate working conditions have the potential to make it easier for employees to become ill. Some of the factors that contribute to this are uncomfortable rooms, heat, insufficient air circulation, overcrowded work spaces, unclean work environments, and noise. Of course, these factors have a significant impact on the level of comfort that employees experience while they are on the job. b)

Overload; Overload can be distinguished quantitatively and qualitatively. Quantitatively speaking, it is considered to be overloaded if the amount of work that is intended exceeds the capacity of the employee. In consequence of this, the worker is prone to fatigue and is under a great deal of stress. A qualitative overload occurs when the work is extremely difficult and complex, to the point where it consumes the employee's capabilities; c) Deprivational stress occurs when the working environment are no longer demanding or fascinating for the employees. d) High-risk job; labor that is high risk or dangerous to safety, such as work in offshore oil mining, the army, and so on; d) Complaints that are typically brought up include boredom, unhappiness, or the fact that the work does not contain social elements (lack of social communication); 2) Role Conflict; Stress on the Job. This is caused by ambiguous duties at work and a lack of knowledge regarding what is anticipated by management. As a consequence of this, discontent with one's employment, tension, and a decline in performance frequently occur, culminating in the ultimate desire to quit one's job. Women who are employed are subjected to a greater amount of stress than men. This dilemma arises from the fact that these working women are in contradiction with their roles as housewives and career women; 3) Professional Advancement: When beginning employment at a company or organization, everyone undoubtedly has aspirations for their future. On the other hand, a great number of aspirations and opportunities

for professional advancement are not achieved; 4) Organizational Structure; The image of the company is tainted by an unclear organizational structure, a lack of clarity regarding positions, roles, authority, and responsibilities, rules that are too rigid or unclear, an unclear political climate within the company, and minimal involvement of superiors, all of which cause employees to feel stressed. Control of Work; Inadequate control of work can lead to stress at work, which in turn can lead to disease as well as a reduction in performance and productivity; Workload; Work stress can be produced by a workload that is perceived to be excessively heavy, pressing work hours, insufficient quality of supervision, an uncertain work climate, inadequate authority connected to responsibilities, work conflicts, differences in values between employees and the organization, and dissatisfaction. Work stress can also be caused by a combination of these factors.

Work Motivation

According to Vroom in Kreitner and Kinicki (2007), work motivation can be defined as an internal or external drive that motivates an individual to achieve a particular objective through their actions. Specifically, the need for achievement, the need for affiliation, and the need for power are the three key wants that have an impact on an individual's motivation to work, as stated by McClelland in Robbins (2011). Employees who are highly motivated will put up their utmost effort, make greater efforts, and be more

focused on their work. One of the most important factors that determines how well employees accomplish their jobs is their level of motivation. Previous research (Ayub & Rafif, 2011; Pratama, 2017) has unequivocally demonstrated that motivation exerts a substantial impact on the enhancement of performance. According to Purnomo (2007), there are some research that have indicated that there is no substantial influence on motivation. There is a disagreement in the results, which shows that there is an interesting research gap that should be explored. This is especially true in the case of public organizations, where motivation is influenced not just by financial considerations but also by non-material variables such as recognition, rewards, and leadership.

According to McClelland in Robbins (2006:174), who conducted an analysis of three extremely significant human requirements in organizations or enterprises about their motivation, work motivation is taken into consideration. There are three (three) factors that are the focal point of McClelland's theory of needs... 1) The Need for Achievement, which refers to the ability to achieve relationships with specified organizational criteria as well as the resistance of the individual to test their level of achievement. Success is something that some individuals strive to obtain. Instead than focusing on earning success in the form of business or organizational accolades, they instead work toward accomplishing their own

personal goals. So that they are always able to perform better and more effectively from time to time! 2) The Need for Power or Work Authority (Need for Power), which refers to the requirement to ensure that individuals carry out their responsibilities in a reasonably and prudent manner. There are some individuals that constantly have influence, are respected, and like managing other individuals. This kind of person is actually content with the responsibilities that have been assigned to him or his status, and they have a tendency to be more concerned with pride, prestige, and gaining influence over other people; 3) The need for affiliation, which is the desire to associate with and become more familiar with coworkers or employees within an organization. People that have this urge are naturally motivated by something other than rivalry inside an organization; they are motivated by things like friendship, responsibility, and cooperation.

Transformational Leadership

According to Bass and Riggio (2008), transformational leadership is a type of leadership that places an emphasis on the leader's capacity to inspire, motivate, and guide subordinates to work beyond their own personal interests for the sake of the organization's goals. Idealized influence, inspiring motivation, intellectual stimulation, and customized concern are the four primary components that comprise this style of leadership. In addition to imparting instructions,

transformational leaders also act as role models, motivators, and facilitators for the growth of their subordinates. Transformational leadership is an essential component of government bureaucracies, since it plays a significant part in boosting employee motivation and reducing the adverse effects of stress at work. A favorable work atmosphere, the development of the potential of subordinates, and the encouragement of creativity and innovation are all things that transformational leaders are able to accomplish.

Avolio, Bass, and Jung (2008: 142) state that the early manifestations of transformative leadership were characterized by three distinct behaviors: charisma, customized consideration, and intellectual stimulation. On the other hand, charismatic behaviors have been separated into two categories over the course of time: charisma, also known as idealized influence, and inspirational motivation. According to Bass (2008): 119, charismatic and inspiring motivation cannot be differentiated from one another based on empirical evidence; nonetheless, the conceptual differences that exist between these two behaviors allow for them to be regarded as distinct phenomena. According to Bass and Avolio (2008):112, subsequent advances have characterized transformational leadership as characterized by four primary characteristics: idealized influence, inspirational motivation, individual consideration, and intellectual stimulation. The four elements of transformational leadership that Bass

and Avolio established are referred to as the "4I5", and they are as follows: 1) Idealized Influence; 2) Inspirational Motivation; 3) Intellectual Simulation; and 4) Individualized Consideration. It was argued by Bass that transformative leaders should be able to earn the trust, respect, and adoration of their followers. Consequently, this leadership style is considered to be a mediating element that links stress and motivation at work to employee performance, which in turn enables businesses to attain their maximum potential for efficiency.

Employee Performance

There is a wide range of perspectives that experts have voiced on indicators, and researchers utilize performance indicators that are varied to a great extent. This study, on the other hand, is consistent with Christi's (2010) viewpoint, which contends that performance is a means of determining whether or not people are adequately completing their duties. The nature of the work, the type of organization, and the industry in which the business operates can all have an impact on measurements of employee performance. Performance refers to the amount and quality of work that an employee is able to accomplish while performing their duties in accordance with the responsibilities that have been allocated to them. From a theoretical point of view, the operational variables in this study can be organized as follows, taking into consideration the performance factors: a) Punctuality: A particular type of work requires

employees to be present and complete it according to the specified time; b) Job Description: a written statement explaining the responsibilities that must be carried out for a particular job; c) Quantity of Work: A person can complete their work within a specified time period; d) Quality of Work: Each employee's ability to identify and resolve relevant problems and maintain a positive work attitude in the workplace.

According to Mangkunegara (2013), employee performance refers to the work results that an individual receives, both in terms of quality and quantity, as a result of carrying out their duties in line with the obligations that have been allocated to them specifically. Punctuality, the quantity of work output, the quality of work, and adherence to job descriptions are all examples of employee performance indicators, according to Mahsun (2013). Performance that is high implies that tasks are being carried out effectively, whereas performance that is low suggests that the organization is not making the most of its people resources. Several elements, such as an employee's skill, motivation, the work environment, leadership, and stress levels, all play a role in determining their performance. As a result of its direct connection to the standard of public services, the performance of employees is of the utmost importance in the framework of the government. As a result, research on the impact of work-related stress, work-related motivation, and transformational leadership on employee performance is pertinent. This

is especially true in terms of providing theoretical and practical contributions to the improvement of the efficiency of public bureaucracy procedures.

Research Methods

This study was carried out in the Baros Subdistrict, which is located in the Serang Regency of Banten. These authorities from the subdistrict and the village participated as respondents. The research methodology that was utilized was a quantitative technique, which adhered to a positivist worldview and placed a focus on developing ideas through the collection of empirical data. A correlational method was utilized in the research design in order to quantify the influence of independent, mediator, and dependent factors. The type of research that was utilized was explanatory research, and its objective was to explain the causal relationship between variables through the testing of hypotheses. The following equation was employed in the direct influence analysis, which utilized multiple regression:

$$Y = a \pm bX_1 + bX_2 + bX_3 + e$$

Discription:

Y : Employee Performance Variable
a : Constanta Value
b1 s/d b3 : Regression Coeffisien
X1 : Work Stress Variable
X2 : Work Motivation Variable
X3 : Transformational Leadership Variable.

The variables involved in this study consist of work stress (X1) and work motivation (X2) as independent variables, transformational leadership (Z) as an intervening variable, and employee

performance as a dependent variable (Y). To analyse the indirect effect, we used the Sobel test with the following equation:

$$t = ab / \sqrt{Sab}$$

Discription:

t : Sobel-test value

a : Regression coefficient of the independent variable on the mediator variable.

b : Regression coefficient of the mediator variable on the dependent variable.

Sab: Standard error of the product of a and b (ab).

Formulated as follows:

$$Sab = \sqrt{(SEa^2b^2 + SEb^2a^2)}.$$

SEa: Standard error of regression coefficient a.

SEb: Standard error of regression coefficient b.

Using purposive sampling, a total of 126 respondents were selected from the population of 240 employees working in the Baros Subdistrict. The research population consisted of all of the employees in the district. In accordance with the indicators of each variable, a Likert scale questionnaire was constructed as the instrument for the research. A series of tests were initially conducted on the instrument in order to establish its validity and reliability. The next step is to ensure that the variables of the data follow a normal distribution. The analysis of the data consisted of multiple linear regression and path analysis, which were carried out with the assistance of the SPSS 23 program and the Sobel examine application in order to examine the indirect effect caused by path analysis. Following is a table that displays the outcomes of the validity and reliability tests, which can be found below:

Table 1. Results of Validity and Reliability Tests

Variable	Pearson Correlation	Cronbach's Alpha	Item	Decision
Work Stress	Tall, bigger than 0.5	0.962	14	Valid & Reliable
Work Motivation	Tall, bigger than 0.5	0.977	8	Valid & Reliable
Transformational Leadership	Tall, bigger than 0.5	0.971	9	Valid & Reliable
Employee Performance	Tall, bigger than 0.5	0.936	6	Valid & Reliable

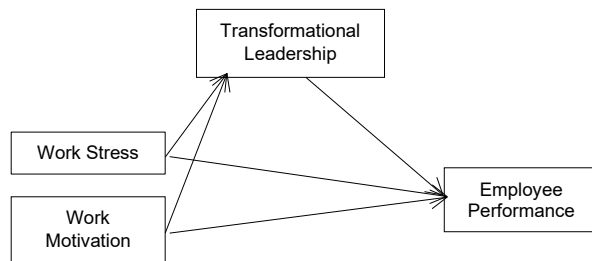
Source: Primary data processed, 2025.

The results of the validity test for all variables indicate that all of the questions in each indicator are legitimate, as the Pearson correlation values for those questions are greater than fifty percent. Similar to the previous example, the results of the reliability test for all variables have a Cronbach's alpha value that is more than 0.70. This indicates that the data for all variables is reliable and may be utilized in research.

Discussion

In the study, multiple linear regression analysis and path analysis with the Sobel test application were utilized to investigate the impact of independent variables on dependent variables. Both of these methods were utilized to test the hypothesis. The equation for the research model is depicted in the picture that provides the following:

Figure 1. Research Model Equation.



Using this figure, one can perform a path analysis, which involves analyzing both direct and indirect impacts. The following are the findings of the investigation:

1. There is no major impact that stress at work has on the ability to convert into a transformational leader.

Specifically, this is due to the fact that the t-test result reveals a t-count value of -0.333, which is lower than the t-table value of 1.9794, and the Sig value is 0.739, which is higher than the significance level of 5%. Consequently, employees do not have the behavior to change their own and others' awareness to help each other with the problems they face, which causes them to fall behind in their careers. This finding indicates that employees frequently experience pressures from both the outside and the inside, excessive workloads, and a lack of motivation to work.

2. The significance of the role of work motivation in transformative leadership cannot be overstated.

The findings are confirmed by statistical tests that demonstrate that the t-value of 6.636 is higher than the t-table value of 1.9794, and the Sig value of 0.000 is lower than the significance level of 5%. Both of these findings are demonstrated to be statistically significant. These findings suggest that human needs are related to the motivation of workers in their place of employment. Employees will be motivated to perform to the most of their skills, not just their fundamental capabilities, such as their intellectual and physical capabilities, if they are motivated to work. However, their eagerness to advance their career development within the organizational structure, which will push them to become leaders, is another factor that drives their motivation to work. This enthusiasm is what drives their willingness to rise up the ranks or grades. It is expected that employees who are highly driven would be encouraged to improve their work, take initiative, and commit to the goals of the organization as well as to themselves in order to take the initiative.

3. Stress associated with work does not have a substantial impact on employee performance.

Specifically, this is due to the fact that the t-test result reveals a t-count value of -0.603, which is lower than the t-table value of 1.9794, and the Sig value is 0.548, which is higher than the significance level of 5%. As a result of the fact that a person who is experiencing stress at work is more likely to view their job as something

that is not significant to them, they are unable to complete their task in accordance with the goals that have been established. When an employee is under pressure, they are unable to hold their emotions in check, which will have a negative impact on their work.

Previous research conducted by Dewi Putri Anjar Wulan, Syamsu Alam, and Fauziah Umar (2018) has shown that stress at work has a major impact on employee performance. These findings provide further evidence that this is the case. It is possible for a person who is enduring stress at work to increase their performance. Specifically, this is due to the fact that their levels of stress are still below permissible bounds. In spite of this, they continue to be willing to listen to their leaders, and they have the ability to boost their motivation, which in turn improves their performance.

4. The job performance of employees is impacted by their motivation.

There is a t-value of 6.406, which is higher than the t-table value of 1.9794, and the Sig value is 0.000, which is lower than the significance level of 5%. The results of the statistical test indicate that there is a significant difference between the two values. The power to achieve success in life lies within the hands of an employee. The degree to which an employee is involved in decision-making is a good indicator of their level of motivation at work. According to Maslow's theory, which states that a person's fundamental need is physiological, the income aspect plays the most

important function in this. A person's amount of money has a significant impact on the degree to which their physiological needs are met. Employees will be driven to accomplish their work well if they are well compensated for their efforts.

Previous research conducted by Agustin (2012), Bestari (2011), Marcahyono (2012), Zameer (2014), and Dewi Putri Anjar Wulan, et al (2018) has demonstrated that motivation has a considerable impact on the performance of employees. These findings are consistent with those findings. The employees believe that the satisfaction of their physiological demands is a means by which they might gain great recognition from the organization or corporation. The most important role is played by rewards, which might take the form of monetary compensation, recognition, and incentive. It is possible that they will be driven to execute their work properly if they are provided with an adequate wage and recognized for their effort.

5. The performance of employees is impacted negatively by transformational leadership.

The results of the statistical test indicate that the t-value of 65.507 is higher than the t-table value of 1.9794, and the Sig value of 0.000 is lower than the significance level of 5%. Both of these values are more than the probability level of 5%. Based on these findings, it can be deduced that a leader, in addition to possessing the knowledge and art of leadership, is

also capable of carrying out planned activities with a pattern of behavior that may integrate individual ambitions in order to produce the greatest possible performance for the firm. This indicates that a leader is essential to have the ability to direct, provide advice, and influence the thoughts and sentiments of subordinates, in addition to exhibiting actions and behaviors that are exemplary for others to follow in order to move towards the highest possible performance for the shared objective.

It has been demonstrated by Kaihatu (2007), Tri Eva Juniangsih Ritonga, and Usman Tarigan (2015) that transformational leadership has a considerable and favorable impact on the performance of employees. These findings are consistent with their findings. The presence of leaders is a significant factor that determines the overall direction of organizations or institutions. A leader must be able to guide, provide guidance, and influence the thoughts, feelings, actions, and behavior of subordinates in a manner that is worthy of emulation. Additionally, a leader must be able to mobilize the full capabilities of their members in order to achieve optimal performance.

6. The use of transformational leadership does not have a substantial impact on the performance of employees when it comes to work stress.

The consequences of these findings are derived from the statistical test results of the Sobel test, which reveal that the statistical value of the Sobel

test is -0.33332877 , and the significance of the two-tailed probability is 0.73888612 . When compared to the value of 1.9794 in the t-table, the value of -0.33332877 is less than 1.9794 . On the basis of these findings, it appears that an employee's experience of stress at work can lead to feelings of uneasiness. In many cases, they exhibit behaviors such as irritability, aggression, restlessness, lack of cooperation, and, to some extent, destructiveness. Short-term stress that is not handled or dealt with in a serious manner may lead to employees experiencing feelings of depression, lack of motivation, and frustration, which will ultimately result in employees being unable to perform their jobs to their full potential. As a consequence of this, they experience a great deal of pressure from both the outside and the inside in order to fulfill their requirements, which will result in a decline in their performance. Accordingly, the function of transformational leadership in the Baros sub-district has not been successful in reducing the amount of stress that people experience at work, which has resulted in poor performance.

According to Arwinence Pramadewi (2018), the outcomes of this study are consistent with his assertion that stress at work does not significantly impact employee performance. When an employee is under stress at work, they frequently get easily impatient, frustrated, worried, uncooperative, and unmotivated, and they may even turn hostile. When they reach a particular threshold, they have the

potential to become harmful, which in turn stops people from contributing their best work.

7. The transformative leadership style has an effect on the performance of employees by influencing their work motivation.

The findings of the statistical test known as the Sobel Test provide support for this conclusion. The Sobel statistical value is 6.56485663, and the significance of the two-tailed probability is 0.000. (6.56485663 is greater than 1.9794) when compared to the value of the t-table, which is 1.9794. According to these findings, an employee has a higher standard of ability to achieve personal success than the standard of the institution where they work. This is due to the fact that their fundamental needs and authority over their work are satisfied, which enables them to affiliate or cooperate with colleagues and superiors in order to carry out their work, which ultimately results in an improvement in their performance. Therefore, if an employee is motivated to carry out their task, they want transformational leadership in order to be constantly motivated, to provide direction and guidance, to talk and even provide solutions in order to resolve some of the challenges that their subordinates experience when it comes to problem solving. Subordinates will experience a sense of motivation to operate in this manner since their fundamental requirements will also be met.

These data provide credence to the conclusions reached by Purnomo (2007), which said that motivation did not have a substantial impact on the performance of employees. Even if a person is provided with a substantial salary and abundant prizes, there is no assurance that the employee in issue will perform to the best of their abilities. There will be no improvement in the performance of these employees as a result of the influence since the leadership role is excessively controlling and interferes in all personal problems of employees rather than motivating them.

Conclusion

Due to the fact that high levels of stress lead to decreased motivation, increased anxiety, irritability, and difficulty meeting work targets, this study comes to the conclusion that work stress does not significantly impact transformational leadership or employee performance. This is because high levels of stress inhibit positive behavioral changes that are in line with transformational leadership. In order to avoid a reduction in the performance of the company, it is necessary to carefully manage stress at work. On the other hand, in order to improve both transformational leadership and employee performance, motivation at work is an extremely vital component. In addition to exhibiting a strong commitment to their responsibilities and performing at their highest level, employees who are motivated actively engage in decision-making. Leadership that is transformational encourages creativity, innovation, and productivity

among employees by encouraging, inspiring, and leading them. This, in turn, leads to an improvement in the quality of

work and a more conducive working environment.

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