



THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE JOB SATISFACTION

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Abstract: Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved. Job stress is a feeling of pressure experienced by employees in dealing with work. Job Satisfaction A person's attitude towards his work can be a positive or negative attitude, satisfied or dissatisfied. This study aims to determine how much influence the leadership and job stress on employee job satisfaction in the sales division of PT Cipta Wahana Sentosa. The research method used is a quantitative method with a descriptive and verification approach. The number of respondents in this study was 78 employees of the sales division of PT Cipta Wahana Sentosa. Analysis of the data used is path analysis which is processed using SPSS version 26. Based on the results of the study, it can be concluded that leadership style partially affects job satisfaction by 75,8% and job stress affects job satisfaction by 6,5%, while simultaneously style leadership and job stress affect job satisfaction by 82,3%.

Keywords: Job Satisfaction; Leadership Style; Work Stress

INTRODUCTION

The development of the industrial sector in the era of the COVID-19 pandemic in Indonesia shows its resilience in the face of the COVID-19 pandemic, including the readiness to use industrial technology 4.0, so that it can maintain its production activities. During the pandemic, the realization of investment in the industrial sector in the period of IDR 272,9 trillion grew 26% from 2019 which was IDR 216 trillion, as shown on this page. This condition makes every company have a competitive advantage, fast and responsive response to compete with companies engaged in similar fields.

PT Cipta Wahana Sentosa, better known as CWS, is an agency company in collaboration with PT. Kao Indonesia distributes human resources for PT. Kao Indonesia., PT. Cipta Wahana Sentosa was founded in 2001 and is engaged in human resource management for the sales division which is one of the auspices of PT Kao Indonesia Tbk. PT Cipta Wahana Sentosa realizes that human resource activities and sales of Kao products are carried out. various ways to achieve success in increasing sales targets and volumes, especially in the sales division in making sales, with facilities, transportation to support the sales division.

Human resource management is a very important factor in an organization at PT. Cipta Wahana Sentosa is a priority on a large and small scale, human resources are seen as a very decisive element in the organizational development process because the development of service quality will be realized if supported by human resources.

Job satisfaction is an important thing that individuals have in their work. Each worker has different characteristics, so the level of job satisfaction is also different and the level of job satisfaction can have an unequal impact. According to Robbins & Judge (2017) define that job satisfaction is a general attitude towards a person's work as the difference between the amount of remuneration that workers receive and the amount of reward that is believed to be received.



Table 1. Recapitulation of Key Performance Indicators (KPI) of Employees in the Sales Division of PT. Cipta Wahana Sentosa Bandung 2018-2020

No	Elements of Work KPI	Year (%)		
		2018	2019	2020
1	Turn Over each period MD Sales Division	64	86	97
2	Incentives based on achievement of MD Division of sales & MD Leader	85	77	65
3	Knowledge and Skills	82	80	75
4	Timeliness of activity delivery and implementation	80	75	70
5	Activeness & discipline in using the provided work application (KIMMA)	80	85	70
	Total Average	391 78,02 %	403 80,06 %	377 75,04 %

Source: Secondary Data of PT Cipta Wahana Sentosa (2021)

Based on table 1, it can be seen that the average job satisfaction of employees at PT. Cipta Wahana Sentosa Bandung in the last three years has decreased. The most significant decrease occurred in 2020. This is inseparable from the job dissatisfaction of employees at PT. Create Wahana Sentosa especially with turnover employees in the sales division this year experienced a significant increase so that the decline in job satisfaction in 2020 was the most compared to the previous year, reaching 5% from the previous year. The problems encountered by the authors from PT Cipta Wahana Sentosa's KPI data can be seen from the elements of employee work KPIs that have decreased and increased throughout 2020. In line with the theory of job satisfaction, (Afandi, 2018) states that factors that affect job satisfaction are the need for salary fulfillment, leadership style, work environment, work stress, and organizational culture.

Leadership style is often considered the most important factor of organizational success or failure. Suhendi & Anggara (2018) state that leadership style can affect morale and job satisfaction. This is in line with the research of Herawati & Ranteallo (2020) that the relationship between leadership style and job satisfaction is included in the strong category of employee job satisfaction applied by the leadership of PT JMS Jakarta. And then the results of this study are in line with research conducted by Kusuma & Artiningsih (2020) that there is an influence on leadership style on job satisfaction by the leadership of CV.

According to Mangkunegara (2017), job stress is a feeling of pressure experienced by employees in dealing with work. According to Fahmi (2017), he states that job stress is closely related to job satisfaction because stress is the main predictor of job satisfaction and stressful situations can cause laziness in employees. As research conducted by Gofur (2018) shows that work stress has a positive and significant effect on employee job satisfaction. Robbins & Judge (2017) states that High work stress will affect the increase in job satisfaction and leadership style can affect the increase in job satisfaction. This is following research by Adelia & Mujiati (2016) which shows that there is an influence of leadership style and work stress that has a positive effect on employee job satisfaction at Dharma Kerti Hospital. And also the results of research conducted by Harahap, et al. (2021) explained that Leadership style has a significant influence on employee work stress. To find out what factors can affect employee job satisfaction can be seen in the table below:



Table 2. Factors Affecting Employee Job Satisfaction in the Sales Division of PT. Create Wahana Sentosa Bandung

NO	VARIABLE	FREQUENCY	PERCENTAGE
1	Salary to fulfill needs	5	21%
2	Leadership Styles	8	33%
3	Work Environment	3	13%
4	Job Stress	6	25%
5	Organizational Culture	2	8%
TOTAL		24	100%

Source: Results of data processed by researchers (2021)

Based on Table 2, it can be seen that the most dominant factor in influencing employee job satisfaction in the Sales Division of PT. Cipta Wahana Sentosa, as many as 33% of respondents stated leadership style and 25% of respondents stated work stress. Style high leadership and job stress will affect the decrease in employee job satisfaction. Rivai and Mulyadi in Kumala & Agustina (2018) argue that Leadership style is a set of characteristics used by leaders to influence subordinates so that organizational goals can be achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by an employee. a leader. To achieve the desired goals, not only from a leadership style that provides job satisfaction to employees, it is equally important to reduce work stress, job stress can be formed by the presence of a leader and employees, relationships between co-workers, and problems in the company.

Jobs that do not fully provide benefits to employees. This is in line with the leadership style that is still widely felt by employees during work, some leaders do not always provide a good exemplary attitude, and there are still many employees who during work there are problems that occur in the field and there are no solutions, namely, the leader is not able to solve many problems. problem creatively. In addition, employees feel that leaders are not always honest with employees at work. As well as with the high work pressure of employees, the demands of multiple tasks, and time is always chased at the workplace to solve problems at the same time and the uncertainty of the work economy makes employees anxious about the welfare of employees.

Based on the problems that occur following the description above, the researchers are interested in researching with the title "The Effect of Leadership Style and Work Stress on Employee Job Satisfaction". Based on the background described above, the purpose of this study was to determine how much influence the style of leadership and job stress on employee job satisfaction in the sales division of PT Cipta Wahana Sentosa.

METHODS

The research method used is a quantitative method with a descriptive and verification approach. Quantitative research methods can also be described as research methods based on the philosophy of positivism, used to test certain populations or samples, using research tools to collect data using data, data analysis is quantitative/statistical, the goal is to test the default value of the hypothesis (Sugiyono, 2018). Through this research method, it can be seen that there is a significant relationship between the variables studied, and the conclusions drawn can clarify the overall view of the research object. In this study, each variable must be clearly defined,



so as not to cause a lot of explanation, to find out the relationship between one variable and another, and to be more organized according to the research title taken by the author, namely The Effect of Leadership Style and Work Stress on Employee Job Satisfaction. Sugiyono (2019) defines that data collection techniques are the most strategic investigative step because the main purpose of the investigation is to obtain data. Without understanding the correct data collection techniques, researchers will not be able to obtain data that meets the data standards set. The data collection technique in this research study used a questionnaire. Questionnaires are efficient data collection techniques if the researcher knows with certainty the variables to be measured and knows what is expected of the respondents. The population used in this study were all employees and the Sales Division at PT. Cipta Wahana Sentosa as many as 78 employees.

Analysis of the data used is path analysis which is processed using SPSS version 26. According to Sugiyono (2017) Path analysis is the development of regression analysis, it can be said that regression analysis is a special form of path analysis. Path analysis is used to visualize and test the model of the relationship between variables in the form of causality. Thus there is an independent variable which in this case is called an exogenous variable (exogenous) and a dependent variable called an endogenous variable (endogenous) in the model of the relationship between these variables. The data analysis method used in this research is path analysis because the researcher wants to ascertain whether there is an influence of Leadership Style and Job Stress on Employee Job Satisfaction.

RESULTS AND DISCUSSION

In this chapter, the researcher explains the results of the research and discusses the analysis of the data obtained related to the influence of leadership style and work pressure on job satisfaction in the sales division of PT. Cipta Wahana Sentosa Bandung. PT. Cipta Wahana Sentosa is centered on Jl. Leuwi Sari VII No. 1A, Kb. Lega, District. Bojongloa Kidul, Bandung City. This company is an agent company that cooperates with PT. Kao Indonesia, which is headquartered on Jl. Lt. Gen. M. T. Haryono, Pancoran District, South Jakarta City, Special Capital Region of Jakarta by has a branch company, namely PT. Kao Indonesia Regional West Java/Bandung which is located in the Tri Kencana Industrial Estate Jl. Kopo Katapang KM 11 Cilampeni, Bandung Regency.

Descriptive Research Results

For the Leadership Style variable (X_1) it can be measured using 8 statement items using 8 indicators which intend to find out how the description of the Leadership Style at PT. Cipta Wahana Sentosa.

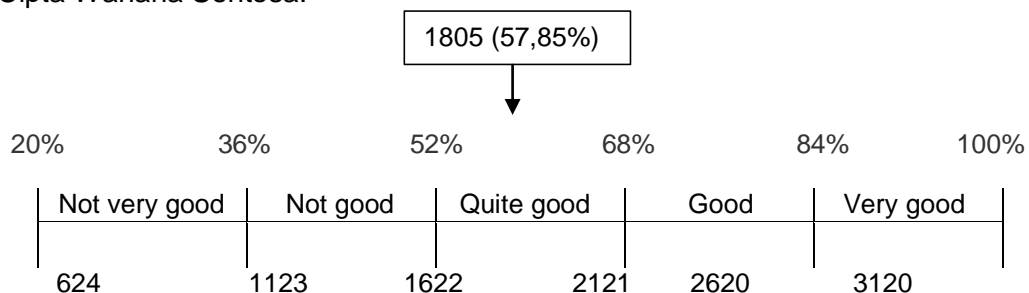


Figure 1. Continuum Line of Leadership Style Variables

Source: Processed questionnaire (2021)



Leadership Style Variable (X_1) is 1805 with a percentage score of 57,85%. This value is in the range of scores of 1622 - 2121 or 52% - 67% so that it is included in the Quite good category. Therefore, it can be seen that the Leadership Style at PT. Cipta Wahana Sentosa Bandung can be said to be quite good by sales division employees. This explains that although the leader can be creatively responsible for all the problems that occur in the company, it is not good enough to form individual character when the sales division employees interact with others and the leader is still not good enough in exemplifying his exemplary attitude.

Based on the results of the descriptive analysis of the leadership style at PT. Cipta Wahana Sentosa Bandung can be said to be quite good by sales division employees, it can be seen from the results of the recapitulation of respondents' responses which show the category is quite good. The Leadership Style variable with the highest rating is on the indicators "Level of Responsible Leaders in Solving Problems in the Company" and "Levels of Leader Ability to Solve Many Problems Creatively", this also states that most employees feel that the leader can be responsible for all problems that occur with PT. Create a creative Wahana Sentosa Bandung. However, there are still things that are not optimal, namely "Level of Leader Ability in Formation of Individual Character Spiritual Maturity in Interacting With Others".

For the work stress variable (X_2), it can be measured using 8 statement items using 8 indicators which intend to find out how the description of work stress at PT. Cipta Wahana Sentosa.

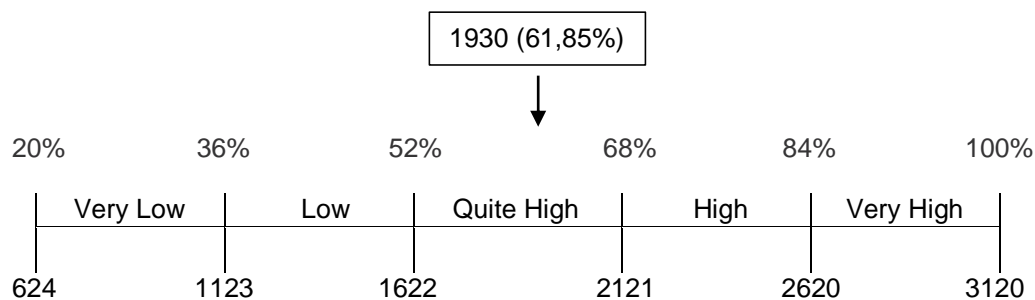


Figure 2. Variable Continuum Line Work Stress

Source: Processed questionnaire (2021)

The work stress variable (X_2) is 1930 with a percentage score of 61,85%. This value is in the range of scores of 1622 - 2121 or 52% - 67% so that it is included in the Quite High category. Therefore, it can be seen that the work pressure at PT. Cipta Wahana Sentosa Bandung can be said to be quite high by sales division employees. It is said to be quite high because even though the work demands given by superiors and the economy are to meet daily needs, it is not too stressful, economic and technological certainty makes employees feel anxious and stressed at work.

Based on the results of the descriptive analysis of Job Stress in the Sales Division of PT Cipta Wahana Sentosa Bandung, it is in the quite High category, it can be seen from the results of the recapitulation of respondents' responses which show that the category is quite high, this explains that the work stress of employees in the sales division at PT Cipta Wahana Sentosa Bandung, even though it is said to be quite high, does not mean a decrease, but rather a work assignment given by the company itself for the advancement of its employees. On the Job Stress variable with the highest assessment there are indicators of "Level of Economic Uncertainty" and "Level of Technological Uncertainty", in this case, economic and technological certainty makes employees feel anxious and stressed at work, but with a high desire to advance then, this will be work

performance in the future. For the lowest scores, namely the indicators "Demand Level for Multitasking" and "Economic Demand Level for Meeting Personal Needs ", this explains that the demands of work given by superiors and the economy to meet daily needs are not too stressful.

The Job Satisfaction variable (Y) can be measured using 11 statement items using 11 indicators which intend to find out how the description of Job Satisfaction at PT. Cipta Wahana Sentosa.

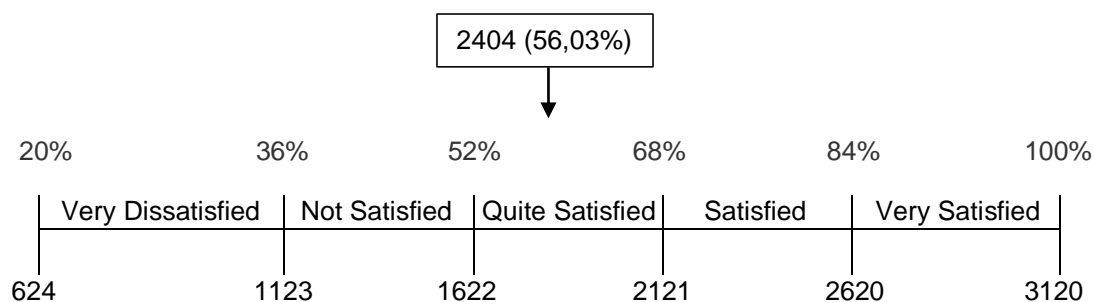


Figure 3. Variable Continuum Line Job Satisfaction (Y)

Source: Processed questionnaire (2021)

Job Satisfaction Variable (Y) is 2404 with a score percentage of 56,03%. This value is in the range of scores of 2226 - 2913 or 52% - 67% so it is included in the category of Quite satisfied. Therefore, it can be seen that Job Satisfaction at PT. Cipta Wahana Sentosa Bandung can be said that the sales division employees are satisfied. It is said to be quite satisfied, although the sales division employees feel that the salary they receive is always on time and the work environment makes them comfortable while working, they are not satisfied with the responsibilities given by the company because it is not following the expected work desk and work environment.

Based on the results of the descriptive analysis of Job Satisfaction in the Sales Division of PT Cipta Wahana Sentosa Bandung, it is in the Quite satisfied category, it can be seen from the results of the recapitulation of respondents' responses which indicate the category is quite satisfactory, this explains that the work stress of employees in the sales division at PT Cipta Wahana Sentosa Bandung, although he is quite satisfied with his current job. Job Satisfaction variable with the highest rating is on the indicators "Level of satisfaction with the salary given on time" and "Level of Satisfaction with the Social Environment at Work", in this case, the sales division employee feels that the salary received is always on time and the work environment is comfortable. while working. However, there are still things that are not optimal, namely "Level of Satisfaction with Technical Assistance Provided by Superiors" and "Level of Employee Job Satisfaction with Responsibilities Given by Leaders following the expected work desk and superiors have never provided technical assistance to their employees.

Correlation Coefficient

The variables in this study are Leadership Style (X_1), Job Stress (X_2), and Job Satisfaction (Y), the correlation coefficient between these variables is calculated using the Pearson product-moment correlation formula using SPSS software version 25 with the following results:



Table 3. Correlation Coefficient Results

Correlation			
	Leadership Style	Work Stress	Job Satisfaction
Leadership Style	1	.589**	.903**
		.000	.000
	78	78	78
Work Stress	.589**	1	.601**
	.000		.000
	78	78	78
Job Satisfaction	.903**	.601**	1
	.000	.000	
	78	78	78

** . Correlation is significant at the 0.01 level (2- tailed).

Source: Processed data (2021)

Based on table 3, it can be explained that:

The relationship between Leadership Style (X_1) and Job Stress (X_2) is 0,589. This value is in the moderate category, which means that leadership style affects work stress. The relationship between leadership style (X_1) and job satisfaction (Y) is 0,903. This value is in the very strong category, which means that leadership style has a very strong influence on job satisfaction. The relationship between job stress (X_2) and job satisfaction is 0,601. This value is in a strong category, which means that job stress has a strong influence on job satisfaction.

Path Coefficient Analysis

The next step is to find the path coefficient values from exogenous variables to endogenous variables with the help of SPSS version 26 software which is presented in the table, as follows:

Table 4. Path Coefficient Results

Model		Coefficient a
		Standardized Coefficients Beta
1	(Constant)	
	Leadership Style	.840
	Work Stress	.107

a. Dependent Variable: Job Satisfaction

Source: Processed data (2021)

Based on table 4, the Beta Standard Coefficient values for each variable are 0,840 and 0,107 which indicate the path coefficient values of leadership style Leadership Style ($PYX_1 = 0,840$) and Job Stress ($PYX_2 = 0,107$) on Job Satisfaction.

The path equation explaining the effect of motivation and work discipline on employee performance is as follows:



$$Y = 0,840X_1 + 0,107X_2 + 0,177 (\epsilon)$$

The results of the overall path diagram of the variables of Leadership Style and Job Stress on Job Satisfaction can be seen in the image below:

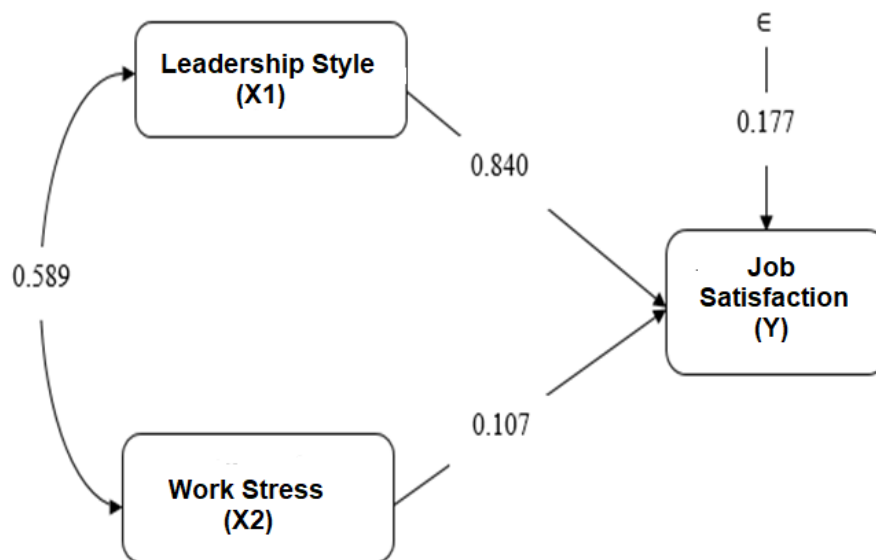


Figure 4. Path Analysis Results
 Source: Processed Questionnaire (2021)

Table 5. Recapitulation of Direct and Indirect Effects

Variable	Path Coefficient	Direct Influence (%)	Indirect Effect (through) in %		Indirect Effect (%)	Total Influence (%)
			X ₁	X ₂		
X ₁	0,840	70,5	-	5,3	5,3	75,8
X ₂	0,107	1,2	5,3	-	5,3	6,5
Total Influence						82,3

Source: Processed data (2021)

From the table above, partially, Leadership Style (X₁) affects Job Satisfaction (Y) of 75,8%. This value consists of a direct effect of 70,5% and an indirect effect of 5,3%. Partially, Job Stress (X₂) affects Job Satisfaction (Y) by 6,5%. This value consists of a direct effect of 1,2% and an indirect effect of 5,3%. Based on these results, Leadership Style (X₁) Job Satisfaction (Y) has an effect of 75,8% and as much as 24,2% is a factor not examined by researchers. Based on the above equation, the magnitude of the direct effect of Job Stress (X₂) on Job Satisfaction (Y) is 0,065 or 6,5%, this can be interpreted as the coefficient of determination of Job Stress (X₂) on Job Satisfaction (Y) partly is the magnitude of the total effect direct and indirect is 0,012 + 0,053 = 0,065 or 6,5%. Based on these results, it can be seen that Job Stress (X₂) on Job Satisfaction (Y) has an effect of 6,5% and as much as 93,5% is a factor not examined by researchers. Based on these calculations, it can be seen that from the total contribution given by the variables of Leadership Style and Job Stress to Job Satisfaction, it is 0,823 or 82,3% while the remaining 17,7% is a factor of other variables.



Based on the results of this study indicate that there is a relationship between Leadership Style and Job Satisfaction. The results of the correlation coefficient analysis explain that leadership style affects job satisfaction with a magnitude of 75.8%, this explains that leadership style has an important role to increase job satisfaction for employees of the sales division of PT Cipta Wahana Sentosa Bandung and it can also be interpreted that if the leadership style changes to be better, this will directly increase job satisfaction. Based on the results of this study indicate that there is a relationship between job stress and job satisfaction. The results of the correlation coefficient analysis explain that job stress affects job satisfaction with a magnitude of 6.5%, this explains that job stress is not important to increase job satisfaction for employees of the sales division of PT Cipta Wahana Sentosa Bandung and can also be interpreted if work stress increases, it will not increase job satisfaction. Based on the results of this study indicate that there is a relationship between job stress and job satisfaction. The results of the correlation coefficient analysis explain that Leadership Style and Work Stress have a strong influence on job satisfaction with the magnitude of the influence through the Coefficient of Determination of 82.3%. will be directly proportional to changes in Job Satisfaction.

Coefficient Determination

To see the major contribution of each independent variable to the dependent variable, it can be seen from the results of Software SPSS 26 seen from the Summary Model, as follows are the results of the Simultaneous Determination Coefficient:

Table 6. Results of Determination of Coefficients

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.907 ^a	.823	.818	2.70941
a. Predictors: (Constant), Job Stress, Leadership Style				

Source: Processed data (2021)

That is, Leadership Style (X_1) and Job Stress (X_2) have an effect of 82,3% on Job Satisfaction (Y). While the remaining 17,7% are variables that were not examined in the study, such as the Work Environment or Work Discipline.

CONCLUSION

Leadership Style affects the job satisfaction of employees of the sales division of PT Cipta Wahana Sentosa, this explains that Leadership Style has an important role to increase job satisfaction. Leadership Style in the Sales division at PT. Cipta Wahana Sentosa Bandung Overall it can be said to be quite good. While job stress has little effect on job satisfaction, this explains that job stress is not important for increasing job satisfaction for employees of the sales division of PT Cipta Wahana Sentosa Bandung and it can also be interpreted that if job stress increases, it will not increase job satisfaction. Job Stress on employees of the Sales division of PT. Cipta Wahana Sentosa Bandung as a whole can be said to be quite high.

Job Satisfaction to employees of the sales division of PT. Cipta Wahana Sentosa Bandung as a whole can be said to be quite satisfactory. Leadership Style and Job Stress affect job satisfaction, This explains that if Leadership Style and Work Stress together experience a change for the better, it will be directly proportional to changes in Job Satisfaction.



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