



# Employee Performance Is Influenced by Leadership Style and Work Stress at Food and Beverage Company

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**Abstract.** Leadership style and work stress are factors that influence employee performance in organizations. Effective leadership can increase employee motivation, communication, and performance, while ineffective leadership can decrease employee motivation and performance. High work stress can also reduce employee performance because it can cause fatigue, anxiety, and mental health problems. Therefore, organizations must consider effective leadership styles and manage employee work stress levels to improve employee performance. The population consists of 40 employees at CV Brewok Group. The sampling method in this study is a saturated sampling technique or survey using all members of the population as samples. The data source used in this analysis is primary data, namely data sources directly conveyed to data collectors, including distributing questionnaires. The Likert scale was used to measure the answers to the questions posed to respondents. This study used quantitative data. This analysis technique used was multiple linear regression, while data analysis used SPSS 25. Leadership style influences employee performance. Existing and applied leadership styles affect how much employees contribute to work. If employees can manage work stress properly, it will motivate them to improve their performance. Leadership style and work stress simultaneously positively and significantly affect employee performance. Thus the hypothesis in this study is proven and accepted.

**Keywords:** Leadership Style · Work Stress · Employee Performance

## 1 Introduction

Leadership is the ability to shape the behavior of others. Leaders have a great responsibility in physical and spiritual activities for running an organization [1, 2]. Directions from a leader greatly influence his employees' mindset in carrying out their duties [3, 4]. Therefore, every company requires tenacious, firm, and characterized leadership to encourage employees to be more active and focus on their contribution efforts to achieve company goals [5]. Employees will adhere to this leadership style because a leader usually has a unique technique for guiding them. In order to use a particular leadership style or method, a leader must have a plan and act according to his subordinates [6, 7]. As a result, leadership exerts significant influence as a dynamic force that encourages,

inspires, and unites workers to achieve goals [8, 9]. Because the leadership style fosters employee morale, creativity, and work attitude, it will encourage better employee performance. Humans are capable of experiencing stress, which can be divided into two types: positive and negative stress [10, 11]. When the stress level is reasonable, it maximizes motivation and performance and vice versa. Work stress can be a cause of disrupted employee performance. Employee performance and work stress are directly correlated [12, 13].

At the Food and Beverage company of CV Brewok Group, employee performance affects revenue. CV Brewok Group's annual target is always achieved. The only month the company did not achieve its target was May, due to the holy month of Ramadan when many people did not buy many foods as they were fasting. This study aims to analyze the influence of leadership style and work stress on employee performance at CV Brewok Group, the effect of leadership style and work stress on employee performance at CV Brewok Group, and the effect of leadership style and work stress on employee performance at CV Brewok Group.

## 2 Literature Review

Employee performance is the result of one's work and work behavior over a certain period of time. Meanwhile, performance is defined as the behavior displayed by everyone in the form of work performance created by employees in accordance with their functions within the company [14–16]. Employee performance parameters include the number of workers, quality (appropriateness), expertise, timeliness, and teamwork skills [17]. Performance refers to the embodiment of a process. Employee performance is influenced by several factors, namely the placement of positions that are not appropriate and there has never been harmony among employees [18, 19]. Leadership style means the attitude used by someone when influencing the attitudes of others to show that leaders must have a higher level of intelligence than their subordinates [20]. Stress at work is a problem that might increase for workers. When at work, stress needs attention because it can be felt when employees get overloaded with work, work discomfort, and low levels of job satisfaction [21]. Stress refers to an internal condition due to physical demands (bodies), territoriality, and social conditions that are potentially disruptive and uncontrollable. This situation can interfere with daily activities, including when working [22].

Work stress can often cause people to become emotional, experience high anxiety, and think about individual processes and physical conditions. In addition, work stress can hinder employee performance, such as often angry, sensitive and hyperactive, unable to relax, emotionally unstable, unable to socialize, and feeling ostracized [23]. Furthermore, the following hypothesis is proposed based on several previous literature reviews and studies that have been described.

H1: It is suspected that leadership style and work stress have a partial positive and significant effect on the performance of CV Brewok Group employees

H2: It is suspected that leadership style and work stress have a positive and significant effect simultaneously on the performance of CV Brewok Group employees

### 3 Research Method

This study classifies variables into independent and dependent. Operational definitions are specifications and research variables that work together using empirical measurements. Data collection techniques were carried out using Google Forms online, with questions distributed to respondents. The population was 40 employees at CV Brewok Group. The sampling method in this study is a saturated sampling technique or survey using all members of the population as samples. The data source used in this analysis is primary data, namely data sources directly conveyed to data collectors, including distributing questionnaires. The Likert scale was used to measure the answers to the questions posed to respondents. This study used quantitative data. This analysis technique is multiple linear regression, while SPSS 25 was used for data analysis.

### 4 Results and Discussion

The results in this study were obtained from 40 employee respondents who had positions as baristas, kitchens, cashiers, and servers at CV Brewok Group. Respondents were 35 men and 5 women with an average age of 19–27 years and high school education/equivalent. F-test results (simultaneous test results) obtained F-count of 6.144. Meanwhile, the results for the F-table are 3.24, where the calculated F-value > F-table is  $6.144 > 3.24$ . This suggests that factors such as leadership style and job stress are appropriate for evaluating the actual value of an employee's performance or that these factors simultaneously greatly impact an employee's performance.

The partial test shows that the t-value for the leadership style variable is 2.722, while the t-table value is 2.026. Then the hypothesis is accepted so that the leadership style variable has a significant positive effect on employee performance. Work stress in the table obtained t-count variable of 2.510, while the value of t-table is 2.026. Then the hypothesis is accepted so that the variable of work stress has a significant positive effect on employee performance.

Leadership style has a significant and positive effect on employee performance. As a result of this positive influence, employees perform better when their leaders rate their leadership style high than when they rate their leadership style low. Employee performance is significantly increased by stress at work. Employees perform better when there is more stress at work. If employees can manage work stress effectively, this will be a challenge and motivation because work stress will not be a problem or a hindrance.

### 5 Conclusion

Leadership style influences employee performance. Existing and applied leadership styles affect how much employees contribute to work. If employees can manage work stress properly, it will motivate them to improve their performance. Leadership style and work stress simultaneously have a positive and significant effect on employee performance. Thus, the hypothesis in this study is proven and accepted.

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