

## SITUATIONAL LEADERSHIP, KNOWLEDGE SHARING, WORK STRESS AND THEIR IMPACT ON EMPLOYEE PERFORMANCE

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**Abstract:** PT Eastwind Mandiri Cangkiran is a manufacturing company that produces and exports furniture from forest products. This study aims to empirically examine the effect of situational leadership, knowledge sharing, and job stress on employee performance at PT Eastwind Mandiri Cangkiran. Data was collected by interview, observation, literature study, and distributing questionnaires. The sampling method used the census model, namely the entire population of 60 respondent data. The data analysis technique was carried out by multiple linear regression analysis. The results of the analysis show that situational leadership, knowledge sharing, and job stress have a significant positive effect on employee performance. Knowledge sharing variable has a dominant impact in improving employee performance.

**Keywords:** *situational leadership, knowledge sharing; job stress; employee performance*

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### 1. INTRODUCTION

Employees are an important asset and investment of the organization. Employees need to be managed optimally to create employee performance and overall organizational performance. Therefore, certain arrangements and synergies are needed so that the overall process of company activities can run optimally. according to Umar (2016) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee performance is a condition that shows the employee's ability to carry out tasks in accordance with the standards set by the company's organization to employees in line with job descriptions (Siagian & Khair, 2018).

Employee performance (individual performance) with institutional performance (institutional performance) or company performance (corporate performance) there is a close relationship. In other words, if the employee's performance (individual performance) is good, it is likely that the company's performance (corporate performance) is also good (Setyawan, 2018). In an effort to achieve performance results as expected, there are several factors that can influence this. Employee performance is influenced by various factors, one of which is leadership style.

Umar (2016) said that leadership is one of the factors that can affect employee performance. Arianto et al. (2017) states that, leadership is an attempt to influence many people by using communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and make positive changes, dynamic forces that motivate and coordinate organizations to achieve goals, abilities to create trust and support for employees to achieve organizational goals. The situational approach is a theory that seeks to find a middle ground between a universal view of the principles of organization and management, and a view that holds that every organization is unique and has a different

situation, therefore it must be faced with a certain leadership style as measured by the way the leader orders. , sell, participate, and delegate. A leader must have a way of giving good instructions to employees to do the work that must be done. Situational leadership style is expected to reveal the influence of an uncertain leadership model on the performance of PT Eastwind Mandiri employeescup.

Factors that play a role in employee performance other than leadership, namely knowledge sharing. Knowledge sharing is important because it enables the dissemination of knowledge as an organization's collective knowledge and helps companies use available resources efficiently and effectively(Henttonen et al., 2016). Knowledge sharing carried out in an organization affects the performance of employees in the organization, this is supported by the opinion ofSaputro and Mayowan (2018)which states that knowledge sharing activities affect employee performance. according toHenttonen et al., (2016)Knowledge sharing is an interactive communication process between individuals with one another in a group that creates interdependent relationships to achieve common goals.

According to Lengkong et al. (2020)Another factor that needs to be considered by the company so that the performance of its employees is good is work stress. Enst & Organ (2019)defines job stress as the emotional stress experienced by individuals who face great demands in the organization. In general, the word stress is associated with something negative, but in some conditions, stress that can be managed properly is actually needed to be able to spur an individual's performance so that he can feel a little challenge in completing the tasks assigned to him. Job stress is a pressure from inside or outside that affects a person's psychology, but stress itself does not always produce bad results on employee performance, sometimes stress is needed to produce a habit that is one level better in all aspects of work.(Handoko, 2012).

PT Eastwind Mandiri Cangkiran is a furniture company headquartered in Cangkiran that has successfully exported its products to various countries in many parts of the world. Currently, PT Eastwind Mandiri Cangkiran has exported to five continents in the world, namely America, Europe, Australia, Asia, and Africa. Of the various export market countries on the five continents, the United States is the largest export destination for PT Eastwind Mandiri's furniture products. Seventy percent of exports went to the United States, followed by the Netherlands at twenty percent, Australia at five percent, France at three percent, and Malaysia at two percent. The performance of employees of PT Eastwind Mandiri Cangkiran during the period 2020 to 2021 experienced ups and downs.

**Table 1. Export Volume and Forest Products of PT Eastwind Mandiri Cangkiran 2020-2021**

Month year	2020 (KGS)	2021(KGS)
January	989.69	1,244.25
February	1,139.69	1,087.79
March	900.63	1,231.09
April	797.90	
May	526.54	
June	826.90	
July	895.09	
August	731.59	
September	937.45	
October	1,065.51	
November	979.83	
December	898.96	

Source: PT Eastwind Mandiri (2021)

Based on Table 1, it can be seen that the results of PT Eastwind Mandiri Cangkiran's furniture production per month for the period January 2020 to March 2021 experienced ups and downs. In 2020 the most furniture production in February 2020 was 1,139.69 kg, which then experienced a drastic decrease in May 2020 which only produced 526.54 kg. In October 2020 it increased again with a total production of 1,065.51 kg then decreased until December 2020 with a total of 898.96 kg, and in 2021 from January to March, the highest production was in January with a total of 1,244.25 kg. Performance and work performance is a reflection of the results achieved by a person or group of people. Employee performance (individual performance) with institutional performance (institutional performance) or company performance (corporate performance) there is a close relationship. In other words, if the employee's performance (individual performance) is good, it is likely that the company's performance (corporate performance) is also good (Setyawan, 2018).

## **2. EFFECTS BETWEEN VARIABLES AND HYPOTHESIS DEVELOPMENT**

### **Situational Leadership and Employee Performance**

Leadership is a relationship between two different people in an organization, namely the relationship between superiors and subordinates. If the relationship between the two parties is good, it will affect the performance of each. Arianto et al. (2017) states that the leadership style that exists in subordinates that needs to be considered includes the relationship between the needs of subordinates and the tasks to be faced, psychological maturity related to the demands of skills and abilities in carrying out tasks. According to Arianto et al. (2017), situational leadership style can improve employee performance. So that the proposed hypothesis is:

**H1: Situational Leadership Affects Employee Performance**

### **Knowledge Sharing and Employee Performance**

Sharing knowledge can help employees to solve complex problems in their daily work. Memah et al. (2017) states that through knowledge sharing there will be maximum exploitation of a knowledge. In addition to exploiting knowledge to the fullest, sharing knowledge can also open up opportunities to explore knowledge to gain or create new knowledge. New knowledge with knowledge sharing can influence individuals to achieve the desired work results. Sharing knowledge can increase competence and have an impact on employee performance (Muizu et al., 2018). So that the proposed hypothesis is:

**H2: Knowledge Sharing Affects Employee Performance**

### **Job Stress and Employee Performance**

Job stress is a condition experienced by individuals who face great demands in the organization. Work stress if managed properly can be a driving force and increase work intensity, whereas if it cannot be managed properly work stress can cause problems that have a negative impact on individuals and companies. Work stress is a pressure from inside or outside that affects a person's psychology, but stress itself does not always produce bad results on employee performance, sometimes stress is needed to produce a habit that is one level better in all aspects of work (Handoko, 2012). According to (Lengkong et al., 2020) well-managed work stress increases employee motivation to obtain maximum performance. So that the proposed hypothesis is:

**H3: Job Stress Affects Employee Performance**

According to the hypothesis proposed in this study, the research model can be described as follows:

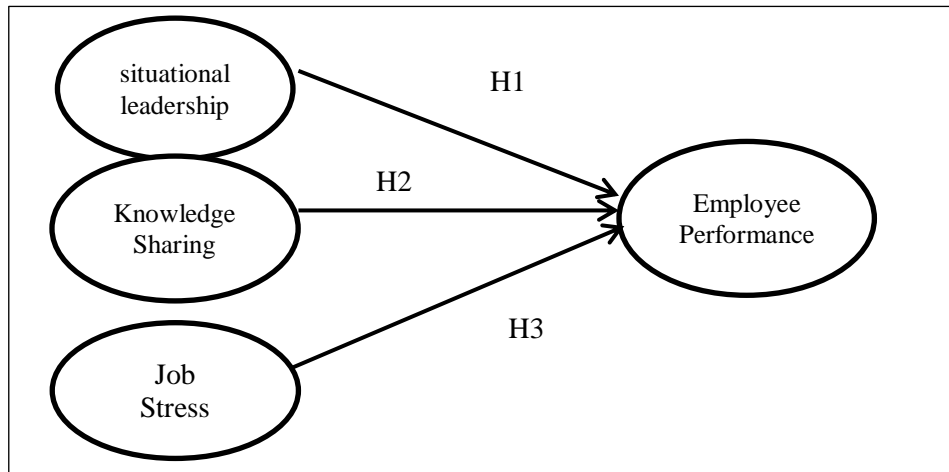


Figure 1. Research Model

### 3. METHOD

The population in this study were employees at PT Eastwind Mandiri Cangkiran totaling 60 employees. The sampling method used in this study is a saturated or census sampling technique, so that all populations are used as samples. One method of data collection using a questionnaire. Respondents' answers were measured using a bipolar adjective scale. Measurement scale by giving a value of 1 (disagree) to 10 (strongly agree) on each item of the questionnaire statement.

The data analysis technique used in this research is multiple linear regression analysis with IBM SPSS 23 program data processing software.

### 4. RESULTS AND DISCUSSION

#### Research Instrument Test

This study uses primary data obtained by distributing questionnaires to respondents, namely employees of the Regional Post Office VI Semarang. This study consists of 3 (three) independent variables, namely Situational Leadership (X1), Knowledge Sharing (X2), and Job Stress (X3), and 1 (one) dependent variable, namely Employee Performance (Y). The instrument test consists of validity and reliability tests.

**Table 2. Test the Validity of Situational Leadership Variables**

Variable	Indicator	Statement	r count	r table	Description
Situational Leadership (X1)	Telling Style	X1.1	0.492	0.2542	Valid
		X1.2	0.576	0.2542	Valid
	Selling Style	X1.3	0.423	0.2542	Valid
		X1.4	0.737	0.2542	Valid
	Participating Style	X1.5	0.618	0.2542	Valid
		X1.6	0.716	0.2542	Valid
	Delegating Style	X1.7	0.314	0.2542	Valid
		X1.8	0.668	0.2542	Valid

Based on the table From the results of the validity test above, it can be seen that all of the statement items used for the Situational Leadership variable have a value of r arithmetic > r table 0.2542. So it can be stated that all of the statement items are valid.

**Table 3. Test the Validity of Knowledge Sharing Variables**

Variable	Indicator	Statement	r count	r table	Description
Knowledge Sharing (X2)	Tacit Knowledge Sharing	X2.1	0.647	0.2542	Valid
		X2.2	0.618	0.2542	Valid
		X2.3	0.694	0.2542	Valid
		X2.4	0.657	0.2542	Valid
	Explicit Knowledge Sharing	X2.5	0.609	0.2542	Valid
		X2.6	0.631	0.2542	Valid
		X2.7	0.641	0.2542	Valid
		X2.8	0.675	0.2542	Valid

Based on the table From the results of the validity test above, it can be seen that all statement items used for the Knowledge Sharing variable have a value of r count > r table 0.2542. So it can be stated that all of the statement items are valid.

**Table 4. Validity Test of Work Stress Variables**

Variable	Indicator	Statement	r count	r table	Description
Work Stress (X3)	Assignments	X3.1	0.634	0.2542	Valid
		X3.2	0.654	0.2542	Valid
	Role Demand	X3.3	0.573	0.2542	Valid
		X3.4	0.688	0.2542	Valid
	Interpersonal Claims	X3.5	0.654	0.2542	Valid
		X3.6	0.767	0.2542	Valid
	Organizational structure	X3.7	0.658	0.2542	Valid
		X3.8	0.711	0.2542	Valid
	Leadership	X3.9	0.604	0.2542	Valid
		X3.10	0.618	0.2542	Valid

Based on the table From the results of the Validity Test above, it can be seen that all the statement items used for the Job Stress variable have a value of r count > r table 0.2542. So it can be stated that all of the statement items are valid.

**Table 5. Test the Validity of Employee Performance Variables**

Variable	Indicator	Statement	r count	r table	Description
Employee Performance (Y)	Quality	Y.1	0.544	0.2542	Valid
		Y.2	0.260	0.2542	Valid
	Quantity	Y.3	0.284	0.2542	Valid
		Y.4	0.358	0.2542	Valid
	Timeliness	Y.5	0.656	0.2542	Valid
		Y.6	0.677	0.2542	Valid
	Cost Effectiveness	Y.7	0.520	0.2542	Valid
		Y.8	0.645	0.2542	Valid
	Need for Supervision	Y.9	0.285	0.2542	Valid
	Interpersonal Impact	Y.10	0.695	0.2542	Valid
		Y.11	0.568	0.2542	Valid

Based on table 5 of the results of the Validity Test above, it can be seen that all the statement items used for the Employee Performance variable have a value of  $r_{\text{arithmetic}} > r_{\text{table}}$  0.2542. So it can be stated that all of the statement items are valid.

### Reliability Test

In this study, the reliability test used the Cronbach Alpha ( $\alpha$ ) statistical test, the data processing used the SPSS 23 program. A construct or variable is said to be reliable if it gives a Cronbach Alpha value  $> 0.70$ .

**Table 6. Reliability Test Results**

Variable	Cronbach Alpha Count	Cronbach Alpha Standard	Description
Situational Leadership (X1)	0.756	0.70	Reliable
Knowledge Sharing (X2)	0.799	0.70	Reliable
Work Stress (X3)	0.852	0.70	Reliable
Employee Performance (Y)	0.781	0.70	Reliable

On the table 6 it can be seen that the Cronbach Alpha value of each variable is greater than 0.70, which means that all questionnaire statements in this study are stated to be reliable or trustworthy.

### Multiple Linear Regression Analysis

In this study, the data obtained according to the dependent variable and the independent variable were processed using multiple linear regression analysis using the IBM SPSS Statistics 23 tool. The results of the multiple regression analysis are shown in the following table:

**Table 7. Multiple Linear Regression Analysis Test Results**

Model	Unstandardized Coefficients	Std Error	Standardized Coefficients	t	Sig.
	B		Beta		
(Constant)	3.760	6.227		.604	.548
Situational leadership → employee performance	.370	.071	.376	5.201	.000
Knowledge Sharing → employee performance	.622	.077	.581	8.123	.000
Job Stress → employee performance	.204	.054	.277	3.742	.000

Based on table 7, it can be seen that the situational leadership variables (X1), knowledge sharing (X2) and work stress (X3) have a significance level of  $< 0.05$  with the regression coefficient value and t-count being positive. From the results of this study, it can be concluded that the situational leadership variable (X1), knowledge sharing variable (X2), and work stress (X3) have a significant positive effect on the dependent variable of employee performance (Y).

### Determinant Coefficient Test ( $R^2$ )



In this study, the coefficient of determination is used to determine how big the percentage contribution of the influence given by the variables of quality of work life, competence, and transformational leadership together – the same for employee performance. In determining the coefficient of determination, it is highly recommended to use the Adjusted R square value from the regression calculation, where the value can increase or decrease if one independent variable is added to the model (Ghozali, 2018). The results of the coefficient of determination in this study can be seen in table 8.

**Table 1 Coefficient of Determination Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,854 <sup>a</sup>	,729	,714	3,242
a. Predictors: (Constant), Job Stress (X3), Knowledge Sharing (X2), Situational Leadership (X1)				
b. Dependent Variable: Employee Performance (Y)				

Based on table 21 above, it can be seen that the Adjusted R Square value is 0.714 or 71.4%, which means 71.4% of employee performance (Y) is influenced by situational leadership variables (X1), knowledge sharing (X2), and work stress (X3). while the remaining 28.6% is influenced by other variables not examined in this study.

### **Discussion of the influence between variables**

#### **The Influence of Situational Leadership (X1) on Employee Performance (Y)**

Based on the results of the analysis of situational leadership variables have a significant positive effect on employee performance at PT Eastwind Mandiri Cangkiran. Leadership is one of the factors that can affect employee performance. Employee performance is influenced by external factors such as behavior, attitudes, and actions of co-workers, subordinates or leaders, work facilities and organizational climate (Suminar et al., 2015). Mostofa & Muafi (2021) also argues that the leadership of a leader who is shown and applied in a certain style is one of the factors that improve employee performance because it is the backbone of organizational development and is able to encourage and influence good morale to subordinates. This is in line with the results of research conducted by Arianto et al. (2017) which states that Situational leadership style has a significant positive effect on employee performance. Therefore, it can be concluded that good situational leadership can improve employee performance so that company goals can be achieved.

#### **The Effect of Knowledge Sharing (X2) on Employee Performance (Y)**

The results of the analysis show that the knowledge sharing variable has a significant positive effect on employee performance and has a dominant influence in improving employee performance. The indicators used to measure knowledge sharing include: tacit knowledge sharing and explicit knowledge sharing. Sharing tacit knowledge such as sharing experiences, skills, knowledge and all things competence. Sharing explicit knowledge such as reports, work documents and all things that are hard and physical. Both tacit and explicit knowledge when shared with others will add new knowledge, information and experiences. This means that employee competencies increase and improve performance. knowledge sharing activities affect the increase in employee performance. Empirically, this research supports research conducted by Muizu et al. (2018) that knowledge sharing has a positive and significant effect on employee performance. With good knowledge sharing, it is expected that individuals can

achieve work results in accordance with the standards set by the company so that employee performance increases.

### **Effect of Work Stress (X3) on Employee Performance (Y)**

Work stress variable has a significant positive effect on employee performance at PT Eastwind Mandiri Cangkiran. Thus it can be interpreted that the higher the work stress in the company, the better the employee's performance will be. The indicators used to measure work stress include: task demands, role demands, interpersonal demands, organizational structure, and leadership. Respondents' answers which indicated that every statement related to work stress was answered with an agreeable answer, so this is in accordance with the findings in this study that job stress at PT Eastwind Mandiricup can be said to have an effect on employee performance.

The results of this study are reinforced by the opinion expressed by Handoko (2012) that Stress alone does not always produce bad results on employee performance, sometimes stress is needed to produce a habit that is one level better in all aspects of work. Empirically, this research supports research conducted by Lengkon et al. (2020) that work stress has a positive and significant effect on employee performance. Job stress is often associated with something negative, but in some conditions, stress that can be managed properly is actually needed to be able to spur employee performance so that they can feel a bit of a challenge in completing the tasks assigned to the employee.

## **5. CONCLUSION AND RECOMMENDATION**

### **Conclusion**

1. Based on the coefficient of determination test, the value in Adjusted R Square is 0.714. This shows that the contribution of the variables of situational leadership, knowledge sharing, and work stress to the performance of PT Eastwind Mandiri Cangkiran employees is 71.4% while the remaining 28.6% influenced by other variables not examined in this study.
2. Situational leadership variables (X1), knowledge sharing (X2), and work stress (X3) each have a positive and significant effect on employee performance (Y). The most dominant knowledge sharing variable has an effect on the performance of PT Eastwind Mandiri Cangkiran employees.

### **Recommendation**

This research only uses one research object, namely PT Eastwind Mandiri which is located in Cangkiran, future research needs to use other research objects such as PT Eastwind Mandiri Tugu branch and partners in Masiran or other manufacturing companies. For further research, if you are going to do further research with the same dependent variable, namely employee performance, things can be done by adding independent variables, including discipline and motivation. This refers to research conducted by Firdiansyah (2019) with discipline and motivation variables on employee performance. This study only uses limited sample data (N-60), future research can use a larger sample including all employees of PT Eastwind Mandiri in branch companies and partners.

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