Influence Leadership Transformational, Discipline Work, and Work Stress on Performance Employee on PT. Titans Agency Prudential Life Assurance in Surabaya

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ABSTRACT

Purpose: This research is to find out and analyze whether Transformational Leadership has an effect on Work Stress, to find out and analyze whether Work Discipline has an effect on Work Stress, to know and analyze whether Transformational Leadership has an effect on Performance Employees, to.

Design/methodology/approach: The sample data in this study were 16 respondents. Analysis which is used is Path Analysis (Path Analysis).

Findings: The results of this study show that Leadership Transformational no there is influence significant to work stress at PT. Titans Agency Prudential Life Assurance, Work Discipline does not exist significant influence on Work Stress at PT Titans Agency Prudential Life Assurance, Leadership Transformational there is influence significant negative to Performance Employee on PT Titans Agency Prudential Life Assurance, Discipline Work there is positive significant effect on Employee Performance at PT Titans Agency Prudential Life Assurance, Work Stress has a significant negative effect on Employee Performance at PT Titans Agency Prudential Life Assurance,.

Research limitations/implications: Find out and analyze whether Work Discipline has an effect on Employee Performance, to find out and analyze whether work stress has an effect Against Employee Performance.

Practical implications : This study leader PT Titans Agency Prudential Life Assurance recommended for adjusting work deadlines with stress work which given to employee. So that employee could complete which always Chase target.

Originality/value: This paper is original

Paper type: a Research Paper

Keywords: Discipline Work, Leadership transformational, Performance Employee, Stress Work

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I. INTRODUCTION

Company PT. Titans Agency Prudential Life Assurance something company which designed for Fulfill and complete every the financial needs of its customers. Performance employee on company the must can reach target. Every company always want quality and quantity from every employees increase. For reach destination, company must provide good motivation to whole employees so that can achieve work performance. With added something leader which give consideration and stimulation intellectual which individualized on para subordinate or followers. Where are the followers feel trust, admiration, loyalty and respect for leader because will give something connection which big in effort reach level performance. In doing business increase performance, there is a number of effort which aim for motivate work para his employees.

Could in describe that achievement turnover company PT. Titans Agency Prudential Life Assurance increases every year from 2015-2019, research results this could seen from amount turnover.
Table 1. 2015-2019 Turnover Achievement
(Titans Agency Prudential Life Assurance)

<table>
<thead>
<tr>
<th>Year</th>
<th>Target (API)</th>
<th>Total Turnover (Billion)</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>8.100.000.000</td>
<td>15.746.643.111</td>
<td>49%</td>
</tr>
<tr>
<td>2016</td>
<td>8.100.000.000</td>
<td>17.488.429.404</td>
<td>54%</td>
</tr>
<tr>
<td>2017</td>
<td>8.100.000.000</td>
<td>20.273.894.713</td>
<td>60%</td>
</tr>
<tr>
<td>2018</td>
<td>8.100.000.000</td>
<td>28.994.255.175</td>
<td>72%</td>
</tr>
<tr>
<td>2019</td>
<td>8.100.000.000</td>
<td>34.702.394.074</td>
<td>77%</td>
</tr>
</tbody>
</table>

Every year there is increase until 77%. This because cooperation every member of Marketing who always help to achieve this. And can be concluded from table 1 that is that the performance of employees in company PT. Titans Agency Prudential Life Assurance every year is always increasing. Description on so researcher interested for test and analyze is Leadership transformational, Discipline Work, Stress Work influence Performance Employees at the Company PT. Titans Agency Prudential Life assurance. Thus the research put forward by writer title “Leadership Influence transformational, Discipline Work, and Work Stress on Performance Employee at the Company PT. Titans AGENCY Prudential LIFE ASSURANCE.”

II. REVIEW OF LITERATURE

Behavior Organization. According to Thoha (2014) is “A study that concerning aspects Act in demand people in an organization or a group certain”. Employee Performance According to Sedarmayanti (2015) Performance Employee is results work which can be achieved by a person or group person in something organization, in accordance with authority and not quite enough answer each, in skeleton effort reach destination organization concerned legally, does not violate the law and in accordance with morals as well as ethics.

Transformational Leadership (Modiani, 2012) leadership transformational is ability for give inspiration and motivate para followers for reach results which more big than originally planned and for reward internally. Discipline work. According to Hasibuan (2017) Work Discipline is awareness and one's willingness to obey the rules company or organization and norm-social norms that apply.

Work Stress According to Badeni (2013), Stress Work is tension or emotional stress experienced by someone which currently face demands which very big or opportunity to do a activity important, which in fulfillment there is obstacle-obstacle and uncertainty which could affect emotions, thoughts and conditions physique somebody. There are four indicators of work stress source main which could cause the emergence of work stress, namely: 1) Demands or pressure from superior; 2) Tension and error. 3) Decreasing level interpersonal. 4) Difference draft work with superiors. 5) Availability time which no proportional for complete profession. 6) Amount profession which excessive. 7) Level difficulty profession.

III. THEORETICAL UNDERPINNING

A. Connection Between Variable

1. Leadership Influence Transformational To Stress Work.

According to Robbins (2015) Transformational Leadership is model leadership which relatively new in studies leadership, considered as model which best in explain characteristics of a leader who can lower pressure for subordinate which led. From Fetty (2019) that Leadership Transformational take effect significant and negative to work stress at PT. TRISCO TAM AFTERANG in part production.
2. Influence Discipline Work To Stress Work
   According to Mangkunegara (2001) Discipline Work : “Discipline is management action to enforce organization standard”. (Discipline work is implementation management to strengthen the guidelines organization). From Study Tulhusnah (2018) that Discipline work no take effect significant to stress work employee on District office Kapongan Situbondo.

3. Leadership Influence Transformational To Performance Employee
   According to Bass (2010) Leadership Transformational is a process where leader take action to improve awareness colleague work about what which correct and what which important, for beyond interest personal they for the sake of reach trouble group, organizations, and society. From research (Yasinta, 2018) that Leadership Influence Transformational has a positive effect and significant to employee performance at Office Subdistrict Networking Jakarta North.

4. Influence Discipline Work To Performance Employee
   According to Rivai (2009) Work Discipline state something tool which used manager for change something behavior as well as as something effort for increase awareness and readiness somebody obey all regulation organization and norms social which apply. From Study Rumambi et al. (2019) that Discipline Work take effect positive and significant to Performance Employees at PT. Noble Ocean Eternal Manado.

5. Influence Stress Work To Performance Employee
   According to Badeni (2013) Stress Work is emotional tension or stress which experienced somebody which currently face demands which very big or opportunity To do a activity important, which in fulfillment there is obstacle- obstacle and uncertainty which could affect emotions, thoughts and conditions someone’s physique. From the research of Fitriano (2020) that Stress Work take effect positive and significant to Performance Employee PT. NATIONAL SUPER.

B. Theoretical Framework And Research Hypothesis
   The Hypothesis:
   1. Leadership Transformational positive and significant effect to Stress Work PT. Prudential Life Assurance
   2. Work Discipline has a positive effect and significant to Stress Work PT. Prudential Life Assurance
   3. Leadership Transformational positive and significant effect to Performance Employee PT. Prudential Life Assurance
   4. Work Discipline has a positive effect and significant to Performance Employee PT. Prudential Life assurance.
   5. Stress Work take effect positive and significant To Performance Employee PT. Prudential Life assurance.

IV. METHODOLOGY
   Collection data use research instrument, data analysis is quantitative statistics, with destination for test hypothesis which has set. Study this designed in form study surveys, because through instrument questionnaire. Respondent which in take as much 16 person and use sample fed up. Technique statistics which used is analysis track (Path analysis) for knowing direct and indirect influence of variable exogenous to variable endogenous. Hypothesis testing techniques and data analysis use test instrument that is test validity, reliability and test assumption classic.

V. DATA ANALYSIS AND DISCUSSION
   A. Test Validity
      Based on results test validity shows that the value of r count is greater compared to value r table (0.497). then can concluded that the statement of the results questionnaire as tool measuring variable Transformational Leadership, Discipline Work, Work Stress, and Employee Performance declared valid.

   B. Test Reliability
Table 2. Reliability Test

<table>
<thead>
<tr>
<th>Variabel</th>
<th>Cronbach’s Alpha (r count)</th>
<th>X</th>
<th>r tablet 5% (16)</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational Leadership (X1)</td>
<td>0.911</td>
<td>&gt;</td>
<td>0.497</td>
<td>Reliabel</td>
</tr>
<tr>
<td>Work Discipline (X2)</td>
<td>0.923</td>
<td>&gt;</td>
<td>0.97</td>
<td>Reliabel</td>
</tr>
<tr>
<td>Work Stress (Z)</td>
<td>0.952</td>
<td>&gt;</td>
<td>0.97</td>
<td>Reliabel</td>
</tr>
<tr>
<td>Employee Performance (Y)</td>
<td>0.922</td>
<td>&gt;</td>
<td>0.97</td>
<td>Reliabel</td>
</tr>
</tbody>
</table>

Sumber: Questionnaire Dissemination Results

Results test reliability obtained score coefficient reliability questionnaire X1 as big as 0.911, the X2 questionnaire was 0.923, the Z questionnaire of 0.952, and the Y questionnaire of 0.922. Based on score coefficient reliability it can be concluded that all questionnaire (questionnaire) in study this declared reliable or coefficient.

C. Test Normality

Table 3. Normality test

One-Sample Kolmogorov-Smirnov Test

<table>
<thead>
<tr>
<th>Unstandardized Residual</th>
</tr>
</thead>
<tbody>
<tr>
<td>N</td>
</tr>
<tr>
<td>Normal Parameters&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Std. Deviation</td>
</tr>
<tr>
<td>Most Extreme Differences</td>
</tr>
<tr>
<td>Absolute</td>
</tr>
<tr>
<td>Positive</td>
</tr>
<tr>
<td>Negative</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

<sup>a</sup> Test distribution is Normal

Based on the results of the normality test is known score significance 0.902 > 0.05, it can be concluded that score residual distribute normal.

D. Test Analysis Path
Table 4. Path Analysis Path Model 1

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>95.427</td>
<td>44.249</td>
</tr>
<tr>
<td>Leadership Transformational (X1)</td>
<td>-0.333</td>
<td>.498</td>
</tr>
<tr>
<td>Discipline Work (X2)</td>
<td>.273</td>
<td>.619</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Work Stress (Z)

It can be seen that the value of the significance of the two variables, namely Leadership Transformational (X1) = 0.516 and Discipline Work (X2) = 0.666 greater than 0.05. Results this give conclusion that regression model 1, that is Leadership variable Transformational (X1) and Discipline Work (X2) no take effect to Stress Work (Z).

Figure 1. Model 1 Path Diagram

Based on analysis on which count coefficient track model 1 and Step second researcher will count path coefficient model 2. That is, if the value of significance more small from 0.05 could concluded that regression model 2 there is significant effect of variables X and Z to Y. Based on the researcher's analysis will calculate the path coefficient of the 2 model as following:

Table 5. Path Analysis Path Model II

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>86.043</td>
<td>13.288</td>
</tr>
<tr>
<td>Leadership Transformational (X1)</td>
<td>-0.446</td>
<td>.131</td>
</tr>
<tr>
<td>Work Discipline (X2)</td>
<td>.781</td>
<td>.161</td>
</tr>
</tbody>
</table>
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Table 6. R Square

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.890</td>
<td>0.793</td>
<td>0.741</td>
<td>2.663</td>
</tr>
</tbody>
</table>

Based on the results of the regression model II can be seen that the value of the significance of the three variables, namely Leadership Transformational (X1) = 0.005, Work Discipline (X2) = 0.000, Work Stress (Z) = 0.000 more small from 0.05. Results this give conclusion that Regression model II, namely Leadership Transformational (X1), Discipline Work (X2), Work Stress has an effect significant to Performance Employee (Y).

Based on score R square (Coefficient terminated) which there is on table on is of 0.793. It shows that contribution Leadership Transformational (X1), Discipline Work (X2), and Stress Work (Z) to Performance Employee (Y) is 79.3%. Temporary the rest 20.7% is contribution from variables other which no researched. Temporary for score $e^2 = (1 - 0.793) = 0.207$. With thereby obtained diagram track model structure II as following:

![Figure 2. Model II Path Diagram](image)

**E. Discussion**

1. **Research Findings Transformational Leadership to Stress Work**

   Result of influence analysis Leadership Transformational (X1) to Stress Work (Z) : from analysis test t obtained score sig. For influence variable Leadership Transformational (X1) to Stress Work (Z) as big as 0.516 > 0.05 and the value of t count – 0.668 < t table 2.681, so it can be concluded that by direct no there is influence significant to work stress (Z). Besides the regression coefficient X1 is – 0.333 state that every score Leadership transformational, so Work stress will decrease by 0.333. The regression coefficient is negative, namu no significant, so that could said that direction influence variable X1 to Z is no there is influence significant.

   The results of this study are different from study Fetty (2019) entitled The Influence of Style Transformational Leadership Against Work Stress at PT. TRISCO TAM AFTERANG in part production. That Leadership Style Transformational take effect significant and negative to stress work.

2. **Discipline Work to Stress Work**

   Results analysis influence Discipline Work (X2) to Work Stress (Z) : from analysis test t obtained score significance for influence variable Discipline Work (X2) to Stress Work (Z) as big as 0.666 > 0.05 and the value of t count – 0.441 < t table 2.681, so it can be concluded that directly Work Discipline (X2) no there is influence significant to Stress Work (Z). Besides that regression coefficient X2 as big as 0.273 state that every score Discipline Work, so Employee performance will increase by 0.273. Regression coefficient the worth positive, but not significant, so that could said that direction influence variable X2 to Z is no there is significant influence.

   Results study this support study which conducted by Tulhusnah (2018) entitled Influence O’clock Work and Discipline Work To Stress Work Employee in Office Subdistrict Kapongan Regency Situbondo. The results...
of the research carried out on the Work Discipline variable shows that score t count 1.792 < t table 2.011 with a significant value of 0.080 > 0.05, then could concluded that Discipline Work no take effect significant to Stress Work.

3. Transformational Leadership to Performance Employee

Analysis results Leadership Transformational (X1) to Performance Employee (Y) : from analysis test t obtained score significance For influence variable Leadership Transformational (X1) to Performance Employees (Y) of 0.005 < 0.05 and value of t count – 3.412 > t table – 2.681, so that it can be concluded that directly there is influence significant negative on Employee Performance (Y). Besides that coefficient regression X1 as big as – 0.446 that every score Leadership transformational, so Employee performance will decrease by 0.446. Regression coefficient the worth negative, so it can be said that direction influence variable X1 to Y is significantly negative. The results of this study are different from study Yasinta (2018) that Influence Transformational Leadership take effect positive and significant to performance employee on Office Subdistrict Networking North Jakarta.

4. Discipline Work to Performance Employee

Results analysis influence Discipline Work (X2) to Performance Employee (Y): from analysis test t obtained score significance For influence variable Discipline Work (X2) to Performance Employee (Y) is 0.000 < 0.05 and value of t count 4.857 > t table 2.681, So that it can be concluded that directly there is influence significant positive on Employee Performance (Y). Besides that coefficient regression X2 as big as 0.781 state that every score Discipline Work, so Performance Employee will increase as big as 0.781. Coefficient the regression is positive, so could said that direction influence variable X2 to Y is there is influence significantly positive.

Results study this support study which conducted by Rumambi et al., (2019) entitled Effect of Compensation and Work Discipline on Employee Performance at PT. Manado's Eternal Noble Ocean. The results of research that has been carried out on variable Discipline Work show that score t count as big as 3.279 > t table 1.987 with a significance value of 0.001 < 0.05, so Ha received and H is rejected because t count > t table and level significance < 0.05, Thing this means Discipline Work take effect significant positive to Employee performance.

5. Stress Work to Performance Employee

Results analysis influence Stress Work on Employee Performance (Y): from analysis test t obtained score significance For the effect of work stress variable (Z) to Performance Employee (Y) is as big as 0.000 < 0.05 and score t count – 4.910 > t table – 2.681, So that could concluded that by direct there is influence significant negative on Employee Performance (Y). Besides that coefficient regression Z as big as -0.351 state that every score Discipline Work, so Performance Employee will decreased by -0.351 Regression coefficient the worth negative and significant, so that could said that direction influence variable Z to Y is there is influence significant negative. Results study this support research conducted by Nugroho (2019) which title Influence of Leadership Style transformational, Stress Work and Culture Organization To Performance Employee Contract Project. Results study which has conducted on Work Stress variable shows that tcount -0.377 and significance value 0.000 < 0.05, then Ha is accepted and H is 0 rejected because t hintung >t table with level significance < 0.05, this means Stress Work take effect significant negative to Employee performance.

6. Transformational Leadership through Work Stress on Performance Employee

Result of influence analysis Leadership Transformational (X1) through Work Stress (Z) on Performance Employee (Y): is known influence direct which given X1 to Y of – 0.464. While the influence is not direct X1 through Z with respect to Y is multiplication between the beta value of X1 to Z with the value of beta Z to Y, namely: (-0.184) x (-0.659) = 0.121. Then the influence the total that X1 gives to Y is influence direct added with indirect effect, namely: (-0.464) + 0.121 = - 0.343. Based on results calculation on is known that score influence direct as big as -0.464 and influence no direct as big as -0.343 which means that score influence no directly smaller than score influence direct, results this indirectly shows that X1 through Z has no effect significant against Y Robbins (2011)

And results study this different with study Nugroho (2019) entitled The Influence of Style Leadership transformational, Stress Work and Culture Organization To Performance Employee Contract Project which shows that Leadership Style Transformational, Work Stress take effect positive and significant to Performance Employee Contract Project.
7. Discipline Work through Stress Work to Employee performance

Results analysis influence Discipline Work (X2) through Stress Work (Z) on Employee Performance (Y): known influence direct which given X2 to Y as big as 0.654. Whereas influence no direct X2 through Z to Y is multiplication Among score beta X2 to Z with score beta Z to Y, namely: (0.122) x (-0.659) = - 0.080. Then the total effect given X2 to Y is a direct effect coupled with indirect influence that is : 0.654 + (-0.080) = 0.574.

Based on results calculation on It is known that the value of direct influence of 0.654 and the indirect effect as big as 0.574 which means that score influence no direct more small compared with score influence direct , results this shows that indirectly X2 through Z does not have a significant effect on Y.(Miners, 2017)

From study this different with study Fitriano (2020) about Influence Stress Work, Discipline Work, and Communication Work To Employee Performance at PT National Super stated that Work Stress, Discipline Work, and Influential Work Communication positive and significant to Performance Employee.

VI. CONCLUSION

Results calculation testing hypothesis by Partial and testing path analysis obtained Leadership Transformational no take effect significant on Work Stress at PT Titans Agency Prudential Life assurance. Which it means in study this proved that variable Leadership Transformational (X1) through Work Stress (Z) no important. Results calculation hypothesis by Partial and testing path analysis obtained Discipline Work no there is influence significant on Work Stress at PT Titans Agency Prudential Life assurance. Which it means in study this proved that variable Discipline Work (X2) through Work Stress (Z) no important. Results calculation hypothesis by partial and path analysis testing acquired Leadership Transformational has an effect significant negative to Performance Employee on PT Titans Agency Prudential Life assurance. Results calculation hypothesis by partial and path analysis testing obtained Stress Work there is negative significant effect on Performance Employee on PT Titans Agency Prudential Life assurance. Results test coefficient terminated is known score R Square as big as 0.793, Thing this contain meaning that influence Leadership Transformational (X1), Discipline Work (X2), and Stress Work (Z) by simultaneous to variable Performance Employee (Y) is as big as 79.3%, whereas the rest as big as 20.7% explained by variable other which no researched in this research.

RECOMMENDATIONS

3. Based on results study this, the author provides suggestions to be conveyed to the party which concerned To use improve leadership transformational, work discipline, and stress work which will impact on performance employee on PT Titans Agency Prudential Life assurance. First, leader PT Titans Agency Prudential Life Assurance recommended for reevaluate leadership transformational given to their employees. Because it relates to the time will come to defend employee, so leader must more speak optimistic so that employee easy understand, easy for motivated, spirit in work and understand the conversation a leader.

4. Second, for leader PT Titans Agency Prudential Life Assurance recommended for adjusting work deadlines with stress work which given to employee. So that employee could complete which always Chase target.

5. Third, the author suggests that for further research better hold development of this research with add variables besides Leadership transformational, Discipline Work, and Stress Work on Employee Performance. This matter because still many variable- other variables that have not been found by writer.

LIMITATIONS AND FUTURE RESEARCH

This study identified leadership transformational, work discipline, and stress work which will impact on performance employee on PT Titans Agency Prudential Life assurance. First, leader PT Titans Agency Prudential Life Assurance recommended for reevaluate leadership transformational given to their employees. Because it relates to the time will come to defend employee, so leader must more speak optimistic so that employee easy understand, easy for motivated, spirit in work and understand the conversation a leader.
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