

The Effect of Transformational Leadership and Work Stress on Organizational Commitment and Employee Performance in the Faculty of Pharmacy Mulawarman University Samarinda

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ABSTRACT : Employee performance issues, especially in educational institutions such as universities, cannot be separated from employee problems and their performance, be it work discipline, decreasing work productivity, lack of motivation, low quality of human resources and various other performance problems. Problems related to employee performance indicate that there is a decrease in performance or the level of employee work productivity is less efficient and tends to experience problems. This is also influenced by the obstacles faced related to leadership, namely the lack of communication between leaders and their employees, so that the policies implemented are less effective, in addition to causing minor conflicts between employees, and the ineffectiveness of managing organizational change because resource support is not optimal, both computer facilities and human resources. The type of quantitative research, with a population and sample of 78 people, all of whom are employees at the Faculty of Pharmacy, Mulawarman University, Samarinda. Data collection techniques through observation and questionnaires. The data analysis technique uses Smart PLS. The results of the study show that 1) Transformational leadership has a positive and significant effect on organizational commitment; 2) Work stress does not have a significant effect on organizational commitment; 3) Transformational leadership has a positive and significant effect on employee performance; 4) Work stress does not affect organizational commitment; and 5) Organizational commitment has a positive and significant effect on employee performance. Based on the results of the study, it can be concluded that the variables of transformational leadership and organizational commitment mutually influence employee performance, while the variable of work stress has no effect on employee commitment and performance at the Faculty of Pharmacy, Mulawarman University, Samarinda.

KEYWORDS - Transformational Leadership, Work Stress, Organizational Commitment, Employee Performance

I. INTRODUCTION

There is a gap in the services provided by the faculty, because not all staff and workers in the organization can carry out their responsibilities optimally, so that the service is still lacking, and this is also often a complaint for students in receiving administrative services carried out, another factor is that the supporting service facilities are not fully adequate. From the results of the observations carried out, several obstacles were found in student services and administration, such as limited computer facilities, procurement of stationery materials so that it becomes a factor that causes problems with the service, the less than optimal service to students is also because the organizational commitment is not yet solid, the leadership of the administration section also provides potential in less than optimal service due to lack of motivation to subordinates.

Of course, with a series of problems in employee performance, of course there are factors that influence it such as supporting information technology, online-based administration, inadequate computer facilities. On the other hand, factors that influence employee work also come from commitment. The existence of phenomena and problems in employee performance is the lack of achievement of work effectiveness in the organization, one of which is caused by the high turnover of workers in the organization, and the high level of absence indicates a low level of organizational commitment that employees have in working (Han, et.al., 2016). In relation to this commitment, the Faculty of Pharmacy, Mulawarman University as an educational institution that focuses on the fields of pharmacy and chemistry certainly prioritizes the element of work commitment, it's just that every element in the organization, especially employees, is not necessarily able to implement their commitment in improving work.

Addition to the organizational commitment factor that influences the way employees work at the Faculty of Pharmacy, Mulawarman University, Samarinda, leadership and work stress also affect performance. The leadership model currently applied in the Faculty of Pharmacy is transformational leadership, because the vision of the faculty always requires change, the leadership style certainly refers to the development and change of the organization, has a nature that always motivates subordinates to work more effectively, empowers, strives to improve employee abilities to develop, this is as stated by Rafferty & Griffin (2017) that transformational leadership has a dominant form that is based on personal abilities that are able to encourage or support other parties to do the same for the ability and ability to work together in an organizational environment.

As for work stress, it also affects commitment and performance where work stress is caused by the workload that is felt to be too heavy, even being labeled as one of the most serious dangerous jobs in this era because on the other hand it is very related to work resulting in organizational problems of job dissatisfaction, fatigue, poor commitment and high turnover intentions among workers (Adebayo, 2011). On the one hand when work responsibilities decrease, stress symptoms certainly affect it.

Based on the description of the phenomenon, both transformational leadership variables and work stress as well as organizational commitment variables affect performance. Previous studies have stated that work stress and transformational leadership have an effect on commitment and performance, as well as commitment affecting performance. Dewi (2022) concluded that leaders with a motivating attitude have an effect on commitment, while the stress experienced has an effect on reducing work potential and is less effective in supporting employee commitment. Ramadayanti (2023) transformational leadership has a positive effect on performance, while work stress has a negative effect on performance. The effect of organizational commitment on performance in Anggraini et al.'s research (2021) organizational commitment has a positive effect on performance. From several studies, the purpose of this study is to examine the Effect of Transformational Leadership and Work Stress on Organizational Commitment and Employee Performance at the Faculty of Pharmacy, Mulawarman University, Samarinda.

II. HYPOTHESIS DEVELOPMENT

The results of this study show that the transformational leadership variable has a significant influence on organizational commitment. This finding shows that the level of commitment that employees have to the organization is influenced by their perception of the transformational leadership style. The higher the transformational leadership, the higher the organizational commitment of employees. So it can be said that the better the transformational leadership style shown by the leader, the better the commitment of employees in the organization. This influence is also supported by several previous studies, such as: Jiatong et al., (2022), Kotama, et al., (2024) and research from Tirtayasa, et al., (2022) which each concluded that transformational leadership has a positive and significant effect on organizational commitment.

H1: Transformational leadership has a positive and significant influence on organizational commitment.

Transformational leadership has a significant effect on employee performance. There is a significant effect between transformational leadership on employee performance because many employees agree that leaders encourage employees to dare to convey ideas, leaders pay attention to the development of employees and leaders pay attention to the needs that employees need in the process of completing work. So it can be stated that if transformational leadership is quite effective in supporting employee performance, research results also show such as: Jiatong et al., (2022), Piedade's research (2021) and research from Kotama, et al., (2024) each of which in their research concluded that transformational leadership has a positive and significant effect on employee performance.

H2: Transformational leadership has a positive and significant influence on performance.

Khatibi et al. (2009) stated that there is a negative relationship between work stress and organizational commitment, employees who have high levels of stress have implications for their low organizational commitment. Velnampy and Aravinthan (2013) stated that there is a negative relationship between work stress and organizational commitment. The role of conflict and ambiguous roles as stressors have an influence on decreasing organizational commitment, which means that there is a negative and significant relationship between work stress and organizational commitment (Pool, 2000).

H3: Work stress has a negative and significant effect on employee organizational commitment

The work stress variable is generally stated to have a negative and significant effect on employee performance. It can be concluded that if work stress is increased, the level of employee performance will also decrease. According to Faris & Utari (2017), stress can be defined as mental and emotional disturbance or chaos caused by external factors (tension) when doing work. Stress is also a problem that must be addressed because it can interfere with employee performance. The results of this study support research conducted by Rony, et al., (2024), Mahardiani (2013), Parasian & Adiputra (2021) and research from Hidayah, et al., (2018) which each concluded that work stress has a negative and significant effect on employee performance.

H4: Work stress has a negative and significant effect on performance

The results of the study show that organizational commitment has a significant effect on employee performance. This influence exists because organizational commitment makes employees feel happy to be part of the company, employees feel happy to spend time with the company, employees feel that the work they do is very important in the running of the company, employees feel burdened if they leave the company and employees are able to carry out their responsibilities to the company. This influence is also supported by research from Jiatong et al., (2022), Piedade (2021) and research from Kotama, et al., (2024) which each concluded that organizational commitment has a positive and significant effect on employee performance

H5: Organizational commitment has a positive and significant influence on performance

III. METHODS

The population in this study were all employees at the Faculty of Pharmacy, Mulawarman University, Samarinda, totaling 78 people. The sampling method used in this study was the saturated sample method. In this study, the entire population of 78 employees were used as respondents. Data collection in this study used interviews and questionnaires. Measurement of respondents' answers was measured using a Likert scale. Data analysis used Partial Least Square (PLS). The independent variables in this study are transformational leadership and work stress symbolized by X. The dependent variables in this study are and performance symbolized by Y. Performance in this study is all achievements achieved by employees within a certain period of time used by the company as a reference in measuring the level of productivity of the agency/organization. The indicators used in this study refer to the indicators that have been explained by Robbins (2016), namely: work quality, work quantity and punctuality. Organizational commitment in this study is interpreted as the attitude or behavior displayed by pharmacy faculty employees towards their agency with indicators from Allen & Mayer (2013), namely: strong trust, loyalty, prioritizing the organization, calculating profits and calculating losses. For transformational leadership variables, namely the attitude of leaders who provide motivation and inspire their employees to put aside personal interests for the sake of organizational development, the indicators include: charismatic leadership, inspiration, intellectual stimulation, and attention (Robbins & Coulter, 2016). As for the work stress variable, the indicators consist of: environmental stress, organizational stress and individual stress (Robbins & Judge, 2017).

IV. RESULTS AND DISCUSSION

Based on the characteristics of the respondents, the category of employee education with a bachelor's degree is the most, namely 45 (59%), while the least is a high school education or equivalent with a total of 4 employees or 4%. For age characteristics, the most are employees aged 31 to 35 years as many as 26 people and the least are 26-30 years old, namely 13 employees, then based on the field of work, the most are in the laboratory field, there are 21 employees and the least are in the financial management field, personnel administration, student administration and library, each with 2 people.

The overall performance of employees at the Faculty of Pharmacy, Mulawarman University has a total score of 4.4 in the very high category. This is indicated by the majority of employees having good work quality, with an increase in average performance increasing and being on time in completing tasks and other work, as well as punctuality related to coming to work according to the predetermined schedule. The organizational commitment assessment score is 4.3 in the very high category. This is supported by indicators such as employee trust in the organization which is getting better, the level of loyalty, employees also prioritize the organization with other things that are considered not useful, in addition there is also an employee perception in expecting benefits from every activity carried out including losses experienced when making mistakes at work. For the transformational leadership variable, the score is also higher, reaching 4.3 which is supported by charismatic leaders, inspiring in work, having good intellectual power and leaders who are more concerned about the problems faced by their employees. As for work stress, the score reached 3.3, meaning it is in the moderate category. This shows that employees at the Faculty of Pharmacy rarely experience stress either in their environment or in the work environment. This can be seen from the indicators, namely environmental stress, organizational stress and individual stress are very rarely experienced by these employees. The results of the respondent assessment description show that most employees have a sense of loyalty to the institution.

Based on the test results, it can be determined that the R-square value of the employee performance variable is 0.563, the value is equal to 56.3% where the performance variable is influenced by transformational leadership and work stress, while the remaining 43.7% is influenced by other variables but in this study it was not analyzed or outside the model studied. The R-square value for the organizational commitment variable is 0.442, which shows that the commitment variable is influenced by performance by 44.2% while the remaining 55.8% is influenced by other variables and is not analyzed in this research model. The following is a table of correlation test analysis, namely:

Table 1. Output R-Square

	R-Square	Adjusted R-Square
Performance	0,563	0,545
Commitment	0,442	0,427

Source: Processed from SMART PLS, 2024

Based on the hypothesis test, it can be explained that transformational leadership on employee performance is stated to influence each other because the statistical value of t is 3.568 which is higher than t table 1.66 and the p value is 0.000 which is lower than 0.05, thus the test for the transformational leadership variable on employee performance has a positive and significant influence so that the Ha hypothesis is accepted and the Ho hypothesis is rejected.

For transformational leadership on organizational commitment, it is also stated to influence each other because the statistical value of t is 2.873 which is higher than t table 1.66 and the p value is 0.004 which is also lower than 0.05, thus the test for the transformational leadership variable on organizational commitment has a positive and significant influence, so that the Ha hypothesis is accepted and the Ho hypothesis is rejected.

Furthermore, the organizational commitment variable on employee performance also influences each other because the t-statistic figure is 3.276 and exceeds the t-table, which is 1.66 and the p-value is 0.001 and is also less than 0.05, thus the test for the organizational commitment variable on employee performance is stated to have a positive and significant influence so that the Ha hypothesis is accepted and the Ho hypothesis is rejected.

As for the variable between work stress and employee performance, it is stated that they do not influence each other because the t-statistic value is 0.147 lower than the t-table of 1.66 and the p-value is 0.883 also higher than 0.05, thus the test for the work stress variable on employee performance is stated to have no influence so that the Ha hypothesis is rejected and the Ho hypothesis is accepted.

While the hypothesis test for the work stress variable on organizational commitment is also stated to have no influence because the t-statistic value is 0.962 lower than the t-table of 1.66 and the p-value is 0.336 also higher than 0.05, thus the test for the work stress variable on organizational commitment is stated to have no influence so that the Ha hypothesis is accepted and the Ho hypothesis is rejected. These values are described in the following table:

Table 2. Path Coefficient Test Results (Direct Effect Test Results)

	Original Sample (O)	Sample mean (M)	STDEV	T Statistics	P Values
Leadership towards performance	0,478	0,442	0,134	3,568	0,000
Leadership towards commitment	0,543	0,507	0,189	2,873	0,004
Commitment towards performance	0,330	0,333	0,101	3,276	0,001
Work stress towards performance	0,017	0,008	0,115	0,147	0,883
Work stress towards commitment	0,154	0,146	0,160	0,962	0,336

Source: Processed from SMART PLS, 2024

As for the description of the indirect influence where the variable of work stress on commitment mediated by performance is stated not to influence each other because the statistical value of t is 0.787 lower than t table 1.66 and the p value is 0.431 higher than 0.05, thus indirect testing can be stated that the performance variable cannot mediate the influence of work stress on organizational commitment thus the hypothesis hypothesis Ha is rejected and the hypothesis Ho is accepted. As for the indirect influence between leadership on commitment mediated by performance is stated not to influence each other because the statistical value of t is 1.364 lower than t table 1.66 and the p value is 0.173 higher than 0.05, thus indirect testing can be stated that the performance variable cannot mediate the influence of transformational leadership on organizational commitment thus the hypothesis hypothesis Ha is rejected and the hypothesis Ho is accepted. The following is a table of indirect influences below:

Table 3. Path Coefficient Test Results (Indirect Effect Test Results)

	Original Sample (O)	Sample mean (M)	STDEV	T Statistics	P Values
Job stress – Commitment – Performance	0,038	0,041	0,049	0,787	0,431
Leadership- commitment - Performance	0,121	0,112	0,089	1,643	0,173

Source: Processed from SMART PLS, 2024

Based on the description of the analysis results, it can be concluded that from the hypothesis test for the direct influence test where for hypothesis 1 the transformational leadership variable is stated to have a positive and significant effect on employee performance with a t statistic value of 2.568 greater than the table test (1.66) and p values of 0.000 smaller than 0.05. Hypothesis 2 where the transformational leadership variable is stated to have a positive and significant effect on employee organizational commitment with a t statistic value of 2.873 greater than the table test (1.66) and p values of 0.004 smaller than 0.05. Hypothesis 3 where the organizational commitment variable is stated to have a positive and significant effect on employee performance with a t statistic value of 3.276 greater than the table test (1.66) and p values of 0.001 smaller than 0.05. Furthermore, hypothesis 4 where the work stress variable is stated to have no effect on employee performance with a t statistic value of 0.147 smaller than the table test (1.66) and p values of 0.962 greater than 0.05. Hypothesis 5 where the work stress variable is stated to have no effect on organizational commitment with a t statistic value of 0.962 smaller than the table test (1.66) and p values of 0.336 greater than 0.05. Thus, of the 5 hypotheses for direct influence, 3 have a significant effect and the other 2 are stated to have no significant effect.

V. CONCLUSION

1. Transformational leadership has a positive and significant effect on organizational commitment, the existence of this influence is because employees at the Faculty of Pharmacy, Mulawarman University have charismatic leaders who pay attention and care about the problems faced by employees, thus increasing employee commitment to the organization. 2. Work stress does not affect organizational commitment at the Faculty of Pharmacy, Mulawarman University, Samarinda. This is because the average employee at the Faculty of Pharmacy from individual factors does not experience high stress, this can be seen from the assessment of the average stress indicator, while the commitment shown by employees remains high. So employees who experience moderate stress or do not experience stress do not have an impact on organizational commitment for employees at the Faculty of Pharmacy. 3. Transformational leadership has a positive and significant effect on employee performance at the Faculty of Pharmacy, Mulawarman University, Samarinda. The existence of this positive influence is because the leadership at the Faculty of Pharmacy is considered good by each employee, the leader is more concerned about the performance problems faced by employees, a charismatic leader inspires employees, thus increasing employee performance. 4. Work stress does not affect organizational commitment at the Faculty of Pharmacy, Mulawarman University, Samarinda. This is because most employees at the Faculty of Pharmacy rarely experience stress, let alone high stress symptoms, while the assessment of employee performance is still high, this also shows that the workload experienced by employees does not become a burden so that employees do not experience prolonged stress, and continue to do their jobs as usual. So employees who experience moderate stress or who do not experience stress do not have an impact on employee performance at the Faculty of Pharmacy. 5. Organizational commitment has a positive and significant effect on employee performance at the Faculty of Pharmacy, Mulawarman University, Samarinda. The existence of this influence shows that employee commitment is quite high so that it directly affects high performance. 6. Employee performance is stated as unable to moderate or strengthen the relationship between work stress and employee work commitment at the Faculty of Pharmacy, Mulawarman University, Samarinda. 7. Employee performance is stated as unable to moderate the influence of transformational leadership on employee work commitment at the Faculty of Pharmacy, Mulawarman University Samarinda.

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