

# **THE EFFECT OF JOB STRESS AND SELF LEADERSHIP TOWARDS PERFORMANCE OF USER GOODS MANAGERS IN THE BALI PROVINCIAL GOVERNMENT WITH SUPPORTIVE LEADERSHIP AS MODERATING**

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## **Abstract**

*The State / Regional Property (BMN / D) must be managed properly so that the duties can be carried out optimally. This is in accordance with the mandate of Government Regulation No. 27 of 2014 concerning the management of the BMN which states that the management of BMN / D which is growing is optimally complex and needs to be managed. The purpose of this study is to analyze supportive leadership as a moderator of work stress on the performance of the users of goods. This study uses quantitative data types and associative causality research. Data collection technique was in the form of interviews and continued testing with validity and reliability testing. All research hypotheses were tested using SEM-PLS analysis using the Warp-PLS version 3.0. The results of the study show that job stress has a negative and significant effect on the performance of users of goods. Self-leadership has a negative and significant effect on work stress of the users of goods. Self-leadership has a positive and significant effect on the performance of the users of goods. Supportive leadership has a positive and significant effect on the performance of users of goods. Supportive leadership moderates the effects of work stress on the performance of the users of goods. It is practical that it can reduce the performance of employees who manage user goods because they experience stressful work, they will reduce performance as the administrator of the user. Self-leadership can reduce work stress, because if someone has leadership over himself, he can control stress on himself so that*

*he will reduce the work stress he experiences. Self-leadership can also improve performance because if someone has leadership over themselves, it will improve performance as the administrator of user goods. Supportive leadership can improve performance because it will increase the performance of the user. The theoretical implications that can be given the results of this study also strengthen and support the results of previous research related to work stress, self leadership, supportive leadership and performance.*

*Keywords: Job stress, self leadership, supportive leadership, performance*

## INTRODUCTION

State / Regional Property (BMN / D) must be managed properly so that the implementation of government duties in the field of public policy and services can be carried out optimally. This is in accordance with the mandate of Government Regulation No. 27 of 2014 concerning BMN / D management which states that the growing and complex management of BMN / D needs to be managed optimally. Regional Property (BMD) is all goods purchased or obtained at the expense of the regional income and expenditure budget or originating from other legitimate acquisition. Management of regional property is carried out in accordance with the applicable Regional Regulations. The aim is to know the clarity of BMD ownership status; inventory the wealth of the region and the useful life of BMD; optimization of use, and utilization for increasing Regional Original Income (PAD); and anticipate BMD conditions on a regular basis, (Piri, 2016).

Management of regional property requires not only capital resources but also human resources (Wongwow et al. 2014). Human resources play an important role in achieving the objectives of BMD management. Even with adequate facilities and infrastructure, if government agencies do not have competent human resources, it is difficult to carry out tasks in BMD management. Table 1 shows that human resources are responsible for the management of regional property, starting from the top of the leadership as the Governor to the staff.

Table 1 Position and Management Officer of BMD

No.	Position of BMD Manager	BMD Management Officer
1	The holder of the authority to manage the property belonging to the region	Governor
2	Regional property managers	Regional Secretary
3	Administration of property belonging to the area to the manager	Head of Regional Financial Management Officer

4	Management of goods management	Echelon III Officer in charge of assets
5	Assistant Manager of property belonging to the region	Echelon IV official in charge of assets
6	Goods User	Head of Regional Device Organization
7	Authorization of Goods Users	Head of Technical Implementation Unit
8	Goods Administration Officer to the user	Structural Officials in charge of assets
9	User goods management	Staff appointed based on the Governor's decree

Source: Ministry of Home Affairs (2016)

The highest intensity of work in the Regional Government Organization (OPD) of the Bali Provincial Government in BMD management activities is in the main tasks and functions of the User Goods Management. This is reflected in the authority and responsibility; implementing leadership policies in BMD management; monitor BMD conditions to support government activities, and make BMD reports in real terms. The details of the authority and responsibility of the user goods management can be seen in Table 2.

Table 2 Details of Authority and Responsibility of User Management of Users

No.	Job description
1	Helps prepare documents for planning needs and budgeting for regional property
2	Prepare a proposal for the determination of the status of the use of regional property obtained from the burden of the Regional Budget and other legitimate acquisitions
3	Carry out recording and inventory of regional property;
4	Helps secure property belonging to the area that is in the Property User
5	Prepare documents for the submission of proposals for the utilization and transfer of regional property in the form of land and / or buildings that do not require the approval of the DPRD and goods belonging to regions other than land and / or buildings
6	Preparing documents for the surrender of regional property in the form of land and / or buildings that are not used for the purpose of carrying out duties and functions of the User and are not utilized by other parties
7	Preparing documents for the submission of proposals for destruction and elimination of regional property
8	Prepare semester and annual goods reports
9	Prepare a Goods Request Letter (SPB) based on the goods request note
10	Submitting a Goods Request Letter (SPB) to the User Goods Administration Officer
11	Submit goods based on Goods Distribution Order (SPPB) as outlined in the minutes of delivery of goods
12	Make a semester and annual KIR Room Inventory Card
13	Label regional property

14	Submit an application for approval to the Administration of Goods Users for changes in the physical condition of goods belonging to the area based on physical checking of goods
15	Perform inventory <i>stock</i> inventory
16	Save documents, including: photocopying / copy of ownership documents of regional property and storing original / photocopies / copies of administration documents
17	Perform reconciliation in the context of preparing reports of goods of the User of Goods and reports of property belonging to the area
18	Make a report of goods mutation every month that is submitted to the Property Manager through the User after being examined by the Administration Officer of the Goods User.

Source: Ministry of Home Affairs (2016)

The mandate of Government Regulation No. 27 of 2014 concerning Management of Regional Property in reality is not in accordance with BMD Management in the Bali Provincial Government. This is evident from the findings of the Republic of Indonesia Supreme Audit Agency (BPK RI) each year stating that the administration of fixed assets belonging to the Bali Provincial Government has not been orderly. The description of the BPK RI's findings for 2015 and 2016 is presented in Table 3.

Table 3 Audit Result Findings -Republic of Indonesia Supreme Audit Agency (BPK RI)

No.	Description of findings	
	2015	In 2016
1	Potential loss of assets belonging to the Provincial Government. Bali for assets that have not been supported by proof of ownership	Potential loss of assets belonging to the Provincial Government. Bali with respect to assets that have not been supported by proof of ownership and / or supported by adequate records
2	Fixed assets on the road along the 743.34 km and 64 roads and one vehicle have not been presented	The value of assets of buildings and buildings has not yet reflected the true value due to indications of double recording and recording that has not been done on assets that are under management
3	Fixed assets of buildings and buildings worth Rp.4,415,138,723 cannot be traced	The potential for irregularities in recording depreciation of building and building assets in connection with separate recording of capitalized capital expenditure values that have not been attributed
4	The list of fixed assets has not reflected the actual conditions	

Source: BPK RI (2015 and 2016)

Based on (RI BPK 2015) it is recommended to the Governor of Bali to make the following intervention:

- a) Each SKPD head to instruct the management of goods is more careful and thorough in recording and inventorying the BMD that is in its control
- b) Improve the competence of SKPD Goods Management and recruit goods administrators who have competencies both in the field of information technology and skills in carrying out SKPD BMD management tasks.

In general, the findings in Table 3 above illustrate the problem of recording BMD, ie BMD records are not in accordance with the physical condition of the goods. Based on the results of observations in the field and discussions with several administrators of goods used by the Provincial Government of Bali, this was caused by the removal and transfer process not going well. One of the reasons for the poor report on Regional Property is the large difference between the number of items in the inventory book and the actual number of items.

This condition is caused, inter alia, by the removal process that does not work well. For instance, some of the WTO within a year may not be proposed deletion. Even though the items should be seriously damaged, they must be removed so that the items do not become more damaged or even disappear. All this will lead to difficulty with removal process that has been lost and the inventory of goods. The spearhead of recording BMD in each OPD is the management of the user's item. Based on observations in the field, it is still found that the management of user goods that are less competent in operating the Microsoft Excel program and the BMD Regional Management Information System (SIMDA BMD) are very important for orderly administration of BMD records. The description above indicates that there is a problem with the performance of the user goods management.

Given the authority and responsibility, the OPD of the Bali Provincial Government requires the management of user goods that are competent and reliable in carrying out their duties. The competency of the management of user goods greatly determines their performance in the management of BMD in the Bali Provincial Government, which ultimately leads to the creation of effective and efficient management of regional property.

Dessler, (2000: 41) defines performance as work performance, which is a comparison between work results and set standards. While Rivai and Basri, (2005: 50) suggest that performance is the result or the level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work results standards, targets or targets or criteria that have been predetermined and agreed together.

There are a number of factors that influence the performance of the user goods management, one of which is work stress. Akbar et al. (2016) shows that there is a negative and significant effect of work stress on employee performance. The results of this research group study indicate that work stress has an important impact on the performance of Makassar I and II Treasury employees. The higher the work stress of the employee, the lower the performance that should be achieved by the employee concerned. While Wang, *et al.* (2016) states that there is a negative and significant relationship between work stress and performance. This means that low work stress correlates with high performance, and high work stress correlates with low performance. Although significant correlation cannot be considered a causal relationship, it can still provide a good understanding of the relationship between performance and work stress. Reducing employee stress can improve performance, so that it can help reduce the company's production costs, overcome absences, and maintain employee health.

Putra and Rahyuda, (2015) stated that there were negative effects of work stress on performance. This shows that the higher the work stress perceived by employees, causes performance to decline. Increasing employee work stress has an impact on the disruption of the implementation of tasks and overall the process of public service will be hampered. The results of this study are reinforced by Kotteswari, *et al.* (2014) that there is a negative influence on work stress on employee performance. Hon (2013) examined the requirements of work creativity and work stress on performance with environmental influences as moderating. Data collected from 305 daily workers from 48 organizations in China, found that work stress had a negative effect on employee performance. This indicates that the higher the stress felt by employees, the lower the organization's and individual's performance, and vice versa. The results of the same study were obtained by Leung *et al.*, 2011 in his study stating that job stress negatively affected the performance of organizations and individuals.

The work stress of goods administrators is influenced by self leadership, namely the ability to manage themselves to be able to perform well. Dolbier, *et al.*, (2001) suggested that good self leadership can reduce work stress felt by employees. The results of Young *and* Young's (2007) study examined self-employment, work stress and job satisfaction with 123 nurses in 2 hospitals in South Korea, showing that self-leadership negatively affected work stress. The higher self leadership, the lower the stress felt by nurses. Muller *and* Niessen (2018) examined self leadership and the power of self-control in a work context that cited the findings of research by Unsworth *and* Masson, (2012), and Frayne *and* Geringer (2000) stating that self leadership had a positive effect on job performance and satisfaction, and reduce work stress. This indicates that the better self-leadership and strength of employee self-control will improve performance and job satisfaction and reduce employee stress.

Self leadership can influence employee performance. The results of Yu and Ko's study (2016) of 211 nurses working at Gyeonggi Hospital in South Korea that there was a positive influence of self leadership on performance. This shows that the higher self leadership will improve the quality of nurse services in the field. The Hauschildt and Kondrant (2012) study shows that there is a positive relationship between self leadership and individual and team performance. Politis (2006), conducted a research on the focus of self leadership behavioral strategies and their influence on team performance. The sample is managers with 304 respondents. The results of this study indicate that self leadership behavioral strategies influence performance.

Leadership is a process of giving direction and is influenced, (Sree & Gunaseelan, 2016). Bosses have a role in giving direction to subordinates, while subordinates are influenced by the direction of superiors. The influence was responded with a willingness to follow his orders. Supportive leadership is related to positive behavior and subordinate confidence (Sree & Gunaseelan, 2016). (Banai & Reisel, 2007) defines supportive leadership as facilitation in helping achieve goals by directing subordinates to work effectively according to the rules. In this case, the management of user items as subordinates needs support from superiors to deal with BMD problems in the Bali Provincial Government.

Supportive leadership affects employee performance. the results of the research by Shin *et al.* (2016) examined 536 employees from 69 major machinery companies in South Korea stating that supportive leadership positive effect on performance. This means that the higher the supportive leadership, *the* performance of subordinates will increase. The same results from the research of Khalid *et al.* (2012) which examined the effect of supportive leadership, stress and performance states that supportive leadership is positively correlated with performance and negative towards work stress. This shows that high secular supportive leadership can improve performance and reduce employee work stress.

Leadership is an important attribute for better organizational performance. Support from leaders can motivate, improve performance, and increase employee concentration levels, (Oluseyi & Ayo, 2009). According to (Avolio & Bass, 1995), a *supportive leader* have high attention to *individual consideration*. Supportive leadership is a sub-dimension of transformational leadership that displays consideration of *individual consideration* (Rafferty & Griffin, 2006). Supportive leadership supports each subordinate to try to achieve higher performance and help solve work related problems. In this way, leaders help subordinates to avoid stress.

Supportive leadership moderates the effect of work stress on performance (Khalid *et al.*, 2012). In particular, supportive leadership emphasizes humanistic concerns that improve employee performance. A concept of Supportive Leadership studies (Sree & Gunaseelan,

2016) states when employees working in an organization receive support from the leadership, will reduce stress levels to improve performance. This means that supportive leadership plays a moderating role in the relationship between stress and performance. House and Mitchell (1974) state that supportive leadership plays an important role in reducing stress on improving performance.

## LITERATURE REVIEW

Dessler, (2000: 41) defines performance as a work achievement, which is a comparison between work results and set standards. Wang, et al. (2016) in his research used two performance indicators, namely task oriented and contextual performance. Task assignments can be considered directly related to the technical core of the organization. In other words, task oriented is the willingness of employees to complete their work assignments (Motowidlo & Van Scotter, 1994) in Wang et al., (2016) Contextual performance from employees contributes to the work culture of the organization. This can be described as the willingness of workers to volunteer and help with tasks that are not entirely in their job descriptions. People who have a higher level of contextual performance are more willing to work together and help complete organizational tasks, even if the task is uncomfortable (Boman & Motowidlo, 1993) in Wang et al., (2016).

Self-leadership according to (Manz, 1986; Neck & Houghton, 2006; Neck & Manz, 2010) in Houghton, et al (2012) is an evaluation process and the effect of self on a person's attitudes and behavior to achieve the goals and self-motivation needed to form behavior in a positive way in order to improve overall performance. Self leadership strategies are traditionally divided into three main categories namely: behavioral focus strategies, natural reward strategies, and constructive thought strategies (Neck & Houghton, 2006). Houghton, et al. (2012) use (1) self goal setting, (2) Self-observation, (3) Visualizing successful performance, (4) Self-reward, (5) Evaluating beliefs and assumptions, and (6) Self-talk to measure indicators self leadership

Definition of work stress according to Luthans, (2006) is a condition for external situations that have an impact on one's behavior. According to Ivancevich, et al. (2007) defines work stress as a feeling of tension, anxiety or worry, all feelings are manifestations of stressful experiences, a complex programmed to perceive threats that can produce positive or negative results. According to Handoko (2011: 200) there are two causes of stress, namely on-the-job and off-the-job. Robbins (2008: 115) classifies three indicators of stress, namely physiological, psychological, and behavioral symptoms. Physiological symptoms, that stress can create changes in metabolism, increase heart rate, and breathing, cause headaches, and cause heart attacks. Psychological symptoms, stress related to work can cause dissatisfaction in work. And

in the work arises tension, anxiety, irritability, boredom, reduced concentration and procrastination. Behavioral symptoms, including changes in life habits, anxiety, smoking, excessive appetite, and sleep disorders.

The path goal theory formulated by House (1971) states that the task of a leader is to help his followers achieve goals, determine direction, provide support and to ensure that the objectives of the subordinates are in accordance with the goals of the organization. According to the path-goal theory, the effectiveness of a leader depends on environmental contingency (uncertainty) factors and certain leadership styles. Explanation can be seen as in Figure 1 .

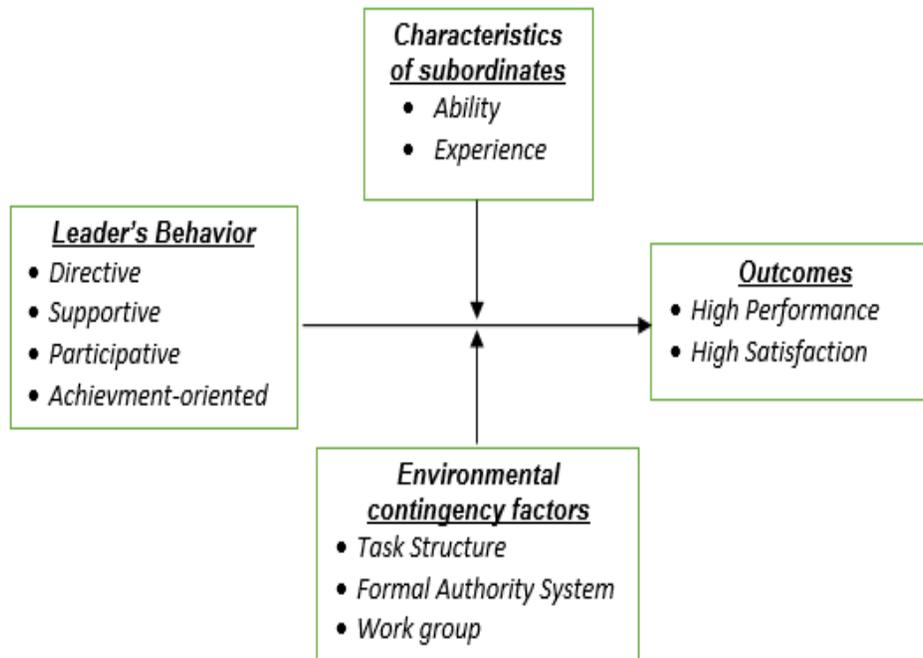


Figure 1 Path-Goal Theory Model

The directive leader tells subordinates what is expected of them, notifies work schedules that must be adjusted to work standards, and provides specific guidance or direction on ways to complete the task (including: planning, organizing, coordination, and supervision). Leader supportive leaders are friendly and show concern for the needs of subordinates. Supportive leaders have a big influence on the performance of subordinates when they experience frustration and disappointment. Participative leaders consult subordinates and use their suggestions and ideas before making a decision. Participatory leadership can increase subordinate work motivation. Achievement-oriented leaders set goals that challenge and expect subordinates to achieve as much as possible and continuously seek development of achievements in the process of achieving those goals.

The leadership style applied to achieve the goal is influenced by the uncertainty of employee characteristics and work environment. Employee characteristics include factors such as needs, experience, perceived ability, satisfaction, desire to leave the organization, and anxiety. Employee characteristics largely determine how employees react to leader behavior and the extent to which they see the behavior of the leader as a direct and potential source to satisfy their needs. The characteristics of the work environment include factors such as task structure and team dynamics that are beyond the control of the employee. For example, doing simple and routine tasks, supportive leadership styles are far more effective than directive leadership styles.

Supportive leadership is behavior that focuses on the welfare of employees and has deep attention to employee needs, preferences and satisfaction (House, 1971). Supportive leaders create a work environment that is conducive to fostering respect, trust, cooperation and emotional support (Daft, 2005; Gibson et al., 2000). Supportive leadership supports scholars with an active level of involvement in overcoming difficult situations in an open, honest and fair manner in their interactions, Schmid, et al., (2017). Schmid, et al., (2017) measure supportive leadership with indicators (1) good supervisor treatment; (2) support of superiors in difficult situations; (3) superiors agree in an honest and fair manner; and (4) superior willingness to discuss problems.

## CONCEPTUAL FRAMEWORK AND HYPOTHESES

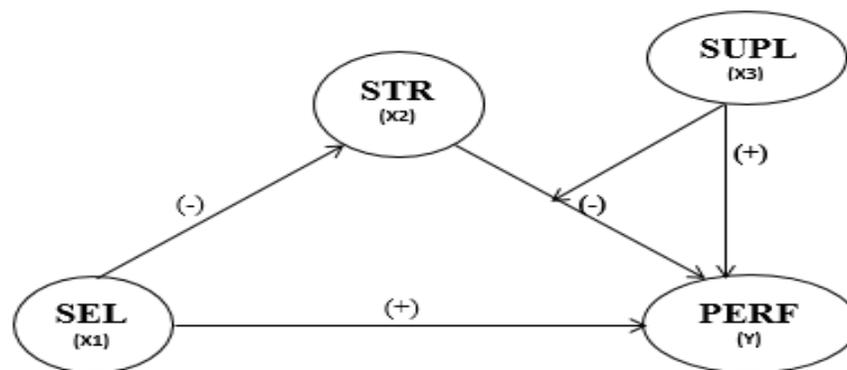


Figure 2 Conceptual Framework

Information:

1. SUPL : Supportive Leadership
2. STR : Job Stress
3. CELL : Self Leadership
4. PERF : Performance

H1 : Job stress has a negative effect on the performance of user goods managers

H2 : Self leadership has a negative effect on the work stress of the user goods manager

H3 : Self leadership has a positive effect on the performance of user goods managers

H4 : Supportive leadership have a positive effect on the performance of user goods management

H5 : Supportive leadership moderates the effect of work stress on the performance of user goods managers

## RESEARCH METHOD

This study uses a quantitative approach that is analyzed associatively. Associative research is research that aims to determine the effect or relationship of a variable or more (Nugroho, 2005: 25). The previous chapter described the background, problems, objectives, benefits, literature review and research hypothesis. The next step is to prepare data and test the hypothesis so that conclusions can be drawn in accordance with the results of the study. This research was conducted to obtain empirical evidence and analyze the influence of work stress, self leadership, and supportive leadership on the performance of regional government officials of the Bali Provincial Government.

Data collection is done by questionnaire method with questionnaire instruments, namely by giving a series of written questions to respondents to answer (Nugroho, 2005: 40). In this study, the data collection methods used include Interviews, used to obtain information about user goods management problems and Questionnaires, used to measure stress, independent leadership, supportive leadership, and user goods management performance.

According to Arikunto (2012: 104) if the population is less than 100 people, the total sample is taken as a whole, but if the population is greater than 100 people, then 10-15% can be taken or 20-25% of the population. Based on this research because the population is less than 100 respondents, the sample used is 100% of the population, namely 46 administrators of user goods in the Provincial Government of Bali. All research hypotheses were tested using SEM-PLS analysis using the *Warp-PLS* program version 3.0.

## RESULTS

User goods manager aged 50 to 54 years, which amounted to 30.4 percent. This indicates that the management of user goods is more old than the younger generation. so that it will have an impact on the low competence in the management of Regional Property (BMD). Based on the

sex of the management of male dominant user goods, that is equal to 78.3 percent. Goods management for male users is quicker to get the job done but less careful in making BMD reports than the management of female user goods.

Based on the latest education, the management of dominant user goods has the last education of S1, which is 45.7 percent. This is in accordance with educational standards as management of user goods. Based on the working period of the management of dominant user goods, the working period is 3 months - 19 months, which is 30.4 percent. This means that most of the users of the goods are less experienced than the management of user goods with a high working period. Based on the value of assets managed by the management of dominant user goods, Rp 1.97 billion to Rp 20.45 billion, which is 63.04 percent. This indicates that most OPDs manage BMD worth Rp. 1.97 billion to Rp. 20.45 billion.

Based on the results of the validity test, the 35 indicators used have a correlation value greater than 0.3 so that the overall indicators used are declared valid and the reliability test shows that each *Cronbach's alpha value* is greater than 0.60 so that all research instruments are said to be reliable.

### Evaluate the goodness of fit model

Based on the results of the Warp-PLS output, the following results are obtained from APC, ARS, and AVIF.

Table 4 Goodness of fit PLS model

Fit model	Index	<i>p-value</i>	Criteria	Information
<i>Average path coefficient (APC)</i>	0.330	P <0.001	P <0.050	Accepted
<i>Average R-Squared (ARS)</i>	0.285	P = 0.009	P <0.050	Accepted
<i>Average Block Variance Inflation Factor (AVIF)</i>	1,087		<5	Accepted

Based on the results of the three fit model indicators, it can be said that the results of this study are acceptable because they have met the criteria of *goodness of fit*

### Evaluate path coefficients and P value

Based on data analysis using Warp PLS 3.0, the coefficient values of each path are obtained as follows.

Table 5 Path coefficients and P value

	Coefficient	P Value
Job Stress -> Employee performance	-0,375	0.007
Self leadership -> Employee performance	0.264	0.040
Self leadership -> Job stress	-0,310	0.044
Supportive leadership -> Employee performance	0.323	0.001
Moderation of Supportive Leadership	0.375	0.030

Based on the results of table 5.8, each value of the path coefficient and the *p value* of each relationship are less than 0.05, which means significant.

### Evaluation of combined loadings and cross loadings

The results of the evaluation of *combined loadings and cross loadings* to test the convergent validity of the measurement instrument(questionnaire). Based on these results, the overall value of *cross loading* on the variables of work stress, self leadership, supportive leadership and employee performance is valid with the *p value* of each indicator <0.001. Evaluate the latent variable coefficients output.

Table 6 Latent variable coefficients

	Y	X1	X2	X3	X3 * X1
<i>R-squared coefficients</i>	0.473	0.096			
<i>Composite reliability coefficients</i>	0.957	0.929	0.931	0.846	0.938
<i>Cronbach's alpha coefficients</i>	0.952	0.910	0.913	0.771	0.931
<i>Average variances extracted</i>	0.601	0.652	0.629	0.531	0.521
<i>Full collinearity VIFs</i>	1,478	1,180	1,144	1,324	1,378
<i>Q-squared coefficients</i>	0.476	0.106			

Based on these data the value of the *R-squared* construct of employee performance by 0.473 indicates that the variance in employee performance can be explained by 47.3% by the variance of work stress, self leadership, and supportive leadership. . *The R-squared* work stress construct of 0.096 indicates that the work stress variance can be explained by 9.6% by self-leadership variance.

The reliability of the research instrument was measured using two measures, namely *composite reliability* and *cronbach's alpha*. Based on these data, each indicator has met the size of the *composite reliability* and *cronbach's alpha* which is > 0.70. *The average variance*

*extracted* (AVE) for each indicator is more than 0.50, so that all four constructs have met the *convergent validity* criteria. *Full collinearity VIF* is the result of full collinearity testing which includes vertical and lateral multicollinearity. Based on these data the value of *full collinearity VIF* for each indicator is less than 3.3, then the data is declared free of vertical, lateral and *common method bias* problems. *Q-squared* is the result of testing predictive validity and its value must be greater than zero. The model estimation results show good predictive validity of 0.476, 0.106 so that the value is above zero.

### Evaluate output of correlation among latent variables

To assess *Discriminant Validity* (Discriminant Validity), it can be seen from table 7. The method for assessing discriminant validity is by looking at the AVE value. This method can be done by looking at the AVE criteria. AVEs that are in a diagonal column and given parentheses must be higher than the correlation between latent variables in the same column. The following are the results of the AVE calculation:

Table 7 AVE value between variables

	Y	X1	X2	X3	X3 * X1
Y	0.775	-0,193	0.098	0.292	0.334
X1	-0,193	0.808	-0.130	0.166	0.080
X2	0.098	-0.130	0.793	0.204	-0.259
X3	0.292	0.166	0.204	0.729	-0.155
X3 * X1	0.334	0.080	-0.259	-0.155	0.566

Table 7 shows the criteria of discriminant validity that have been fulfilled as indicated by the square root AVE greater than the correlation coefficient between constructs in each indicator of each variable can measure the variable correctly rather than with other variables.

### Output evaluation of variance inflation factors

Table 8 Value Variance inflation factors

	VIF
Job stress -> Employee performance	1,032
Self leadership -> Employee performance	1,162
Supportive leadership -> Employee performance	1111
Variables of supportive leadership interaction and work stress	1,040

In *output variance inflation factors* display data from the results of testing of vertical collinearity that is between predictor variables. VIF values are presented for each criterion variable which shows the level of collinearity or redundancy between predictor variables. The VIF value in Table 8 has been fulfilled because it is less than 3.3.

### Indirect output evaluation

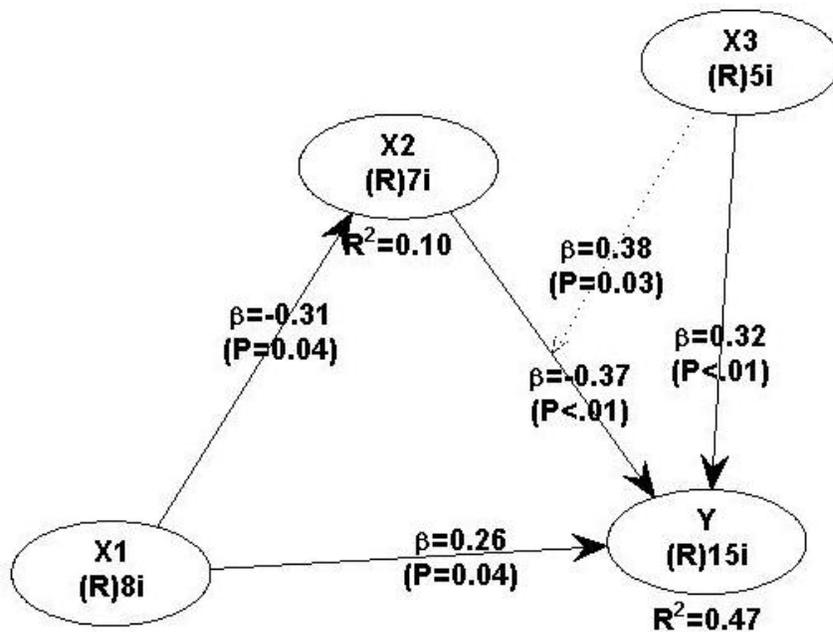


Figure 3 Results of indirect output

Based on figure 2, the value of each path is significant with a p value less than 0.05, and the beta value of the moderating effect is 0.38.

## DISCUSSION OF RESULTS

### The effect of work stress on the performance of user goods management

Based on the results of data analysis and hypothesis testing it was found that work stress had a negative and significant effect on the performance of user goods managers. This means that the more employees experience work stress, the performance of the users of the goods will decrease. Job stress is defined as the feeling of the worker related to tension, anxiety, frustration, and worries arising from his work, this work stress includes physiological, psychological, and behavioral symptoms that occur from the work as the user of the goods, so if the user of the goods experiences work stress it will affect the performance of the user goods

manager. The performance of the user goods management is a comparison between the work results and job descriptions in managing BMD. The performance of the user goods management is related to the task oriented management of the user of the goods is the willingness of the goods administrator to complete the work according to the job description and contextual performance which can be described as the willingness of workers to volunteer and assist tasks that are not fully in their job descriptions. So that if the user of the item user experiences work stress, it will reduce the performance of the user of the item's management.

This is in accordance with research from Putra and Rahyuda, (2015) stating that there is a negative effect of work stress on performance. This shows that the lower the work stress that is felt by the employees, it will cause the performance of the employee will rise. Increasing employee work stress has an impact on the disruption of the implementation of tasks and overall the process of public service will be hampered.

Akbar et al. (2016) shows that there is a negative and significant effect of work stress on employee performance. The results of his research show that work stress has a significant impact on the performance of Makassar I and II Treasury employees. The higher the job stress on employees of treasury I and II Makassar, the lower the performance that can be achieved by the employee concerned. While Wang, et al. (2016) states that there is a negative and significant relationship between work stress and performance. This means that low work stress correlates with high work performance, and high work stress correlates with low work performance. The same results were obtained by Leung et al., 2011 in his research stating that job stress negatively affected the performance of organizations and individuals.

### **The effect of self leadership on work stress**

Based on the results of data analysis and hypothesis testing it was found that self leadership had a negative and significant effect on the work stress of the user goods manager. This means that the more a person has leadership on his own then it will reduce work stress.

Self leadership is an evaluation process and the influence of self on a person's attitude and behavior to achieve goals and self-motivation needed to shape behavior in a positive way in order to improve overall performance, self leadership is influenced by self goal setting, self-observation, visualizing successful performance, self-reward, evaluating beliefs and assumptions, and self-talk, so that if someone has self-leadership over him he will be able to control the work stress he faces, because work stress is defined as workers' feelings related to tension, anxiety, frustration, and concerns arising from his work, this work stress includes physiological, psychological, and behavioral symptoms that are ignored from work as the

management of the user's property, so that if the user of the goods has self leadership then it will reduce the work stress of the user of the item's management.

This is consistent with research from Dolbier, et al., (2001) suggesting that self leadership influences the increase in job satisfaction and lowers perceived work stress. The results of Young and Young (2007) examined the self-employment, work stress and job satisfaction of 123 nurses in 2 hospitals in South Korea, showing that self-leadership negatively affected work stress. The higher self leadership, the lower the stress felt by nurses. In this regard, Young and Young recommends that hospital leaders develop nurses' self-leadership methods. this matter, this indicates that the higher the self leadership of the goods manager, the lower the stress he feels. Muller and Niessen (2018) examined self leadership and the power of self-control in a work context that cited the findings of research by Unsworth and Masson, (2012), and Frayne and Geringer (2000) stated that self-leadership had a positive effect on job performance and satisfaction, and reduce negative influences and stress. This indicates that the higher self-leadership and strength of employee self-control will improve performance and job satisfaction and reduce the negative influence and stress of employees.

### **The effect of self leadership on the performance of user goods managers**

Based on the results of data analysis and hypothesis testing it was found that self leadership had a positive and significant effect on the performance of user goods managers. This means that the more a person has leadership over himself, the better his performance in managing user goods. Self leadership is an evaluation process and the influence of self on a person's attitude and behavior to achieve goals and self-motivation needed to shape behavior in a positive way in order to improve overall performance, self leadership is influenced by self goal setting, self-observation, visualizing successful performance, self-reward, evaluating beliefs and assumptions, and self-talk, while the performance of the user goods management is related to task-oriented user goods management is the willingness of the management of the user to complete work in accordance with job descriptions and contextual performance which can be described as workers' willingness to volunteer and help with tasks that are not fully in the job description. So that when an item administrator users have self leadership, it will improve the performance of the user goods manager.

This is consistent with research from Yu and Ko, (2016) which examined 211 nurses working at Gyeonggi Hospital in South Korea, showing that there was a positive relationship between self-leadership and employee performance. This shows that the higher self leadership will improve the competence and service of nurses in the field. The Hauschildt and Kondrant (2012) study states that there is a positive relationship between self leadership towards

employee skills in doing individual and team assignments. This shows that the higher the self-leadership possessed by employees results in increased skills in doing individual and team assignments, simply can be said to improve employee performance.

### **The effect of supportive leadership on the performance of user goods managers**

Based on the results of data analysis and hypothesis testing it was found that supportive leadership had a positive and significant effect on the performance of user goods managers. This means that the more supportive the leadership of a leader, the better the performance of the goods manager. Supportive leadership is behavior, which focuses on the welfare of employees and has a deep concern for needs, preferences and satisfaction of employees, while while the performance of the users of goods is related to task-oriented user goods management is the willingness of the user to complete the work according to the job description and contextual performance which can be described as the willingness of workers to volunteer and help with tasks that are not fully in their job descriptions. So that if the user of the goods has a supportive leader, it will improve the performance of the users of the goods because supportive leaders will treat subordinates well, support subordinates when difficult, agree with honest and fair ways and leaders want to discuss existing problems.

This is consistent with research from Shin et al., (2016) stating that supportive leadership has a positive effect on performance. Similar results from the research of Khalid et al. (2012) who examined the effect of supportive leadership, stress and performance relations stated that supportive leadership was positively correlated with performance and negative towards work stress. This shows that high secular supportive leadership can improve performance and reduce employee work stress. Support from leaders can motivate, improve performance, and increase employee concentration levels, Oluseyi and Ayo (2009).

### **The effect of supportive leadership as a moderation variable of job stress towards the performance of user goods managers**

Based on the results of data analysis by testing the hypothesis it was found that supportive leadership moderated the effect of work stress on the performance of user goods managers. This means that the more a person experiences work stress, the worse the performance of the user goods managers. But supportive leadership can reduce the negative influence of work stress on employee performance. Supportive leadership is behavior, which focuses on the welfare of employees and has a deep concern for needs, preferences and satisfaction of employees, the moderating effect in this study is positive, the more leaders have supportive leadership it will be able to control the work stress that employees have so that it can turn

positive and can increase performance by 0.38. Supportive leadership here as quasi moderation is a variable that moderates the relationship between predictor variables and dependent variables where pseudo moderation variables interact with predictor variables as well as predictor variables.

This is in accordance with research from Sree and Gunaseelan (2016) stating that when employees working in an organizational organization, getting support from the leadership stress level will decrease and work performance will increase. House and Mitchell (1974) state that supportive leadership plays an important role in reducing stress and improving performance. It indicates that supportive leadership plays a moderating role in the relationship between stress and performance.

## CONCLUSIONS

Based on the results of the discussion of the research that has been conducted, it can be concluded that:

1. Job stress has a negative and significant effect on the performance of user goods managers. This means that the more employees experience work stress, the performance of the users of the goods will decrease.
2. Self leadership has a negative and significant effect on the work stress of the user goods manager. This means that the more a person has leadership on his own then it will reduce work stress.
3. Self leadership has a positive and significant effect on the performance of user goods managers. This means that the more a person has leadership over himself, performance in managing user goods will be better.
4. Supportive leadership has a positive and significant effect on the performance of user goods managers. This means that the more supportive the leadership of a leader, the better the performance of the goods managers.
5. Supportive leadership moderates the effect of work stress on the performance of user goods managers. This means that the person experiences work stress it will get worse performance management user goods. But supportive leadership can reduce the negative influence of work stress on employee performance. Supportive leadership here as quasi moderation which is a variable that moderates the relationship between the predictor variables and the dependent variable which interacts with the quasi moderating variables predictor variables as well as a predictor variable.

## SUGGESTIONS

After analyzing, discussing and drawing conclusions, the authors provide some suggestions as considerations in the future. Based on the results of the research obtained, researchers can suggest that leaders can be more supportive in order to reduce the work stress experienced so that it will improve the performance of user goods management, and suggestions that can be given to the management of user goods will be better if they have leadership towards themselves so that it will help improve performance and reduce work stress. Based on the data analysis obtained supportive leadership gives influence between variables that are greater than the other path coefficients, so researchers can suggest that leaders can be more supportive in order to reduce the work stress experienced so that it will improve the performance of user goods management. Based on the path-goal house theory (1971) leadership style that is more appropriately applied to subordinates when repetitive work conditions (routines) is supportive leadership. This is in accordance with the conditions of the work of the management of the user goods that are routinely done, for example: making monthly, semester, and annual Reports of Regional Ownership of Property (LMBMD); Carry out recording and inventory of property belonging to the region; Perform reconciliation in the framework of preparing reports on goods of the User of Goods and reports of property belonging to the area; and make a semester and annual KIR Room Inventory Card. Supportive leadership to improve the performance of goods managers can be done by:

1. Providing good treatment to subordinates

For example, it can be done by: paying attention to ethics in treating goods administrators; facilitate the management of goods in BMD (Regional Property) management activities; not only blame the management of the goods if there are problems regarding BMD.

2. Support subordinates in difficult situations

For example, it can be done by: daring to be accountable for the work of goods administrators when examining both the Inspectorate, Inspector General of the Ministry of Home Affairs, BPK-RI (Republic of Indonesia Supreme Audit Agency), and KPK (Republic of Indonesia Corruption Eradication Commission); participate in resolving BMD problems such as BMD loss, BMD reporting errors, BMD presentation errors; Take responsibility for events outside the major force.

3. Agree in an honest and fair manner

For example, it can be done by: Providing information disclosure in the use of BMD; Provide appropriate reward and punishment; Give the same rights to other employees, for example in official travel.

4. Have a willingness to discuss existing problems with subordinates.

For example, it can be done by: discussing the program to be implemented in anticipation of the potential loss of BMD; discuss the mechanism of division of labor between administrators of goods for users and administrators of auxiliary goods.

## LIMITATIONS

This study is only limited in proving the relationship of the influence of work stress, self leadership and supportive leadership on employee performance, so researchers can then examine the influence of other variables such as commitment, work discipline, compensation, motivation and working conditions on performance on focus and other loci.

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