

THE EFFECT OF SITUATIONAL LEADERSHIP MODEL AND WORK STRESS ON EMPLOYEE PERFORMANCE AT PT. ADHIMUKTI KARYA BERSAMA

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Abstract

Among the resources involved, human resources (HR) are paramount, as a company's success is largely determined by the ability of employees to carry out their duties and responsibilities. The objective of this study is to determine and analyze the influence of the situational leadership model and work stress—both simultaneously and partially—on the employee performance of PT. Adhimukti Karya Bersama. The method employed was quantitative. The data used in this study included both primary and secondary data. This research is conducted at PT. Adhimukti Karya Bersama, located at Jalan Gatot Subroto, Plaza Medan Fair, 4th Floor, Unit 21, Medan, North Sumatra. The study is scheduled to take place from February 2026 to July 2026. The population for this study consists of the 40 employees of PT. Adhimukti Karya Bersama. A total sampling method is employed; since the population is fewer than 100 individuals, the entire population is included in the sample. Consequently, the sample for this study comprises 40 people. The analysis was conducted using SPSS version 25. Data collection techniques included observation, interviews, and questionnaires. The results of the study explain that the Situational Leadership Model has a positive and significant influence on employee performance at PT. Adhimukti Karya Bersama. Work stress has a significant influence on employee performance at PT. Adhimukti Karya Bersama. The Situational Leadership Model and work stress simultaneously exert a positive and significant influence on employee performance at PT. Adhimukti Karya Bersama.

Keywords: Situational Leadership Model, Work Stress, Employee Performance

INTRODUCTION

In an increasingly competitive business landscape, companies are required to manage all their resources effectively and efficiently to achieve organizational goals. According to Robbins and Coulter (2021), management is the process of coordinating and overseeing work activities—through others—to ensure organizational goals are achieved effectively and efficiently. Among the resources involved, human resources (HR) are paramount, as a company's success is largely determined by the ability of employees to carry out their duties and responsibilities. Consequently, human resource management plays a crucial role in enhancing productivity, work effectiveness, and corporate competitiveness amidst the ever-evolving business environment. One indicator of successful human resource management is the achievement of optimal employee performance. Employee performance reflects the work results an individual attains in accordance with their assigned duties and responsibilities. High performance contributes to increased productivity, improved service quality, and the achievement of corporate targets. Conversely, if employee performance declines, organizational goals become difficult to reach. Employee performance levels are influenced by various factors, including the application of situational leadership models and the level of work-related stress experienced by employees. PT Adhimukti Karya Bersama is a company engaged in the sale of IT products (computers), catering to a wide range of needs such as notebooks, desktop computers, printers, and both hardware and software. Established in 2000, the company is committed to building a sustainable business and prioritizing its brand image through excellent service. PT Adhimukti Karya Bersama offers a shopping experience that is fast, secure, and reliable; however, the company's sales have recently declined. Performance stems from the concept of "job performance"—specifically, the productivity and achievements expected of an individual while carrying out their assigned responsibilities. It can also be defined as work achievement, productivity, or work

output. Performance is understood as an individual's overall result or level of success in executing tasks within a specific timeframe, measured against predetermined and mutually agreed-upon benchmarks—such as work standards, targets, objectives, or qualifications (Ekuitas & Leatemia, 2022). Employee performance refers to the results achieved by an individual in carrying out tasks in accordance with their assigned responsibilities. Good performance is characterized by the quality and quantity of work, timeliness, and the ability to collaborate. However, employee performance in many companies often fluctuates. Such fluctuations can stem from a lack of motivation, high work pressure, or a mismatch between leadership styles and the employees' circumstances. Based on the data, the performance of PT. Adhimukti Karya Bersama employees in 2025 generally appears quite positive. Out of a total of 40 employees, the majority have managed to meet or even exceed the company's established sales target of 260 units per year. This indicates that most employees possess strong sales capabilities and effectively contribute to achieving corporate objectives. Furthermore, this situation reflects that the company's operational system successfully encourages the majority of employees to work productively.

Employees classified in the "excellent" category are those who have met or exceeded 100% of the set target. The data reveals that 14 employees (35%) fall into this excellent category. Notable examples include Muhammad Fahmi (135%), Yusephine Hutagalung (131%), Julia Simarmata (127%), and Lamria Simbolon (123%); these individuals, along with others, successfully surpassed the company's targets. Such high levels of achievement demonstrate that the employees possess high productivity and strong sales skills, are capable of adapting to customer needs, and work effectively to meet assigned targets. These accomplishments also highlight the potential of the workforce as a key asset for the company in enhancing its competitiveness within the IT product sales sector. Overall, these results indicate that employee performance at PT. Adhimukti Karya Bersama remains varied and inconsistent. This situation suggests the influence of factors such as the situational leadership model employed by management and the levels of work stress experienced by employees. Therefore, the company needs to enhance leadership effectiveness and foster a conducive work environment to ensure optimal and consistent improvement in employee performance. One factor influencing employee performance is situational leadership. According to Akbar et al. (2023), situational leadership is an approach that adapts the leadership style to the subordinates' level of readiness, willingness, and ability to complete tasks. Effective leaders must be flexible in adjusting their leadership style based on the situations and conditions facing the team (Jazilah, Vera, et al., 2025).

In conducting its operations, PT. Adhimukti Karya Bersama implements Standard Operating Procedures (SOPs) as guidelines that all employees must follow. These SOPs are designed to foster workplace discipline, enhance service quality for consumers, and ensure that all operational activities run effectively and efficiently. Employees are required to carry out their duties and responsibilities in accordance with company-established standards—covering everything from attendance discipline, customer service, and product knowledge to sales administration and the achievement of sales targets. Through these SOPs, the company expects all employees to work professionally, consistently, and responsibly in support of the company's goals. Data indicates that the current leadership approach is not yet fully effective; leaders tend to rely on a single leadership style without considering the specific circumstances of their employees. This has resulted in reduced work motivation and a decline in employee performance. However, despite data showing that the application of situational leadership at PT. Adhimukti Karya Bersama is not yet optimal, this style does yield positive results in practice. The situational leadership employed by the company's leaders tends to be flexible and adaptable to conditions on the ground. In specific situations, leaders are able to make quick, adaptive decisions—particularly when the company faces a decline in sales of core products such as laptops or computers.

Another factor influencing employee performance is work stress. Work stress is a condition arising from workplace factors that disrupt physiological and behavioral states. It has the potential to impair work performance, depending on the severity of the stress. Excessive work stress can negatively impact job performance, ultimately resulting in losses for the company (Ruzi, 2022). Work-related stress is a state of tension affecting an individual's emotions, thought processes, and physical condition as a result of job pressures. High levels of work-related stress can reduce employee performance and increase work errors. Overall, the results indicate that the employees' work stress level falls into the moderate category. The most dominant factor influencing work stress is a lack of support among colleagues, whereas other factors—such as role clarity and organizational structure—are relatively better. Therefore, the organization needs to improve interpersonal relationships among employees and strengthen social support within the work environment to reduce work stress levels. These conditions negatively impact employee performance, resulting in reduced concentration, an increase in work errors, and low productivity. Based on the background described above, the problem identification for this study is as follows:

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1. Employee performance has not met the targets set by the company, as evidenced by the gap between performance targets and actual results in 2025.
2. Timeliness in task completion is lacking, resulting in delays in the completion of company projects.
3. The application of situational leadership is suboptimal, as leaders have not yet been able to adapt their leadership styles to the conditions and needs of the employees.
4. There is a lack of direction and support from leadership to employees, which has led to a decline in work motivation.
5. Employee work stress levels are high, driven by excessive workloads and tight time constraints.
6. Workplace conflicts and an uncondusive work environment exist, affecting employee comfort and performance.

Referring to the background of the problem, research formulation, and objectives, the researcher can state the following hypotheses:

H1: The Situational Leadership Model has a significant partial effect on employee performance at PT. Adhimukti Karya Bersama.

H2: Work stress has a significant partial effect on employee performance at PT. Adhimukti Karya Bersama.

H3: There is a significant simultaneous effect of the Situational Leadership Model and work stress on employee performance at PT. Adhimukti Karya Bersama.

METHOD

This study employed an associative approach, which aims to identify the relationship or connection between one variable and another (Sugiyono, 2021). The method employed was quantitative. The data used in this study included both primary and secondary data. This research is conducted at PT. Adhimukti Karya Bersama, located at Jalan Gatot Subroto, Plaza Medan Fair, 4th Floor, Unit 21, Medan, North Sumatra. The study is scheduled to take place from February 2026 to July 2026. The population for this study consists of the 40 employees of PT. Adhimukti Karya Bersama. A total sampling method is employed; since the population is fewer than 100 individuals, the entire population is included in the sample. Consequently, the sample for this study comprises 40 people. The analysis was conducted using SPSS version 25. Data collection techniques included observation, interviews, and questionnaires.

RESULTS AND DISCUSSION

Results

Validity and Reliability Test Results

Table 1. Results of the Validity Test of Situational Leadership Model, Work Stress and Employee Performance

Statement Item	r-count	r-table	Description
SLM1	0.905	0,361	Valid
SLM2	0.850	0,361	Valid
SLM3	0.729	0,361	Valid
SLM4	0.876	0,361	Valid
SLM5	0.751	0,361	Valid
SLM6	0.877	0,361	Valid
SLM7	0.871	0,361	Valid
SLM8	0.795	0,361	Valid
WS1	0.881	0,361	Valid
WS2	0.914	0,361	Valid
WS3	0.934	0,361	Valid
WS4	0.929	0,361	Valid
WS5	0.924	0,361	Valid
WS6	0.938	0,361	Valid
WS7	0.840	0,361	Valid
WS8	0.860	0,361	Valid
WS9	0.895	0,361	Valid
WS10	0.887	0,361	Valid
EP1	0.846	0,361	Valid
EP2	0.874	0,361	Valid

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Statement Item	r-count	r-table	Description
EP3	0.879	0,361	Valid
EP4	0.897	0,361	Valid
EP5	0.903	0,361	Valid
EP6	0.892	0,361	Valid
EP7	0.903	0,361	Valid
EP8	0.892	0,361	Valid
EP9	0.903	0,361	Valid
EP10	0.859	0,361	Valid

Source: SPSS version 25 (2026)

Referring to Table 1, it is known that the corrected item total correlation value is > 0.361 , so all statement items are stated to be valid/legitimate.

Table 2. Results of the Reliability Test of Situational Leadership Model, Work Stress and Employee Performance

Variable	Cronbach Alpha	Description
Situational Leadership Model	0.937	Reliable
Work Stress	0.974	Reliable
Employee Performance	0.967	Reliable

Source: SPSS version 25 (2026)

Referring to Table 2, it is known that the Cronbach's alpha value for all variables is > 0.60 , so all variables is situational leadership model, work stress and employee performance are stated to be reliable.

Normality Test Results

Table 3. Kolmogorov-Smirnov Test Results

		Unstandardized Residual
N		40
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	5.40759058
Most Extreme Differences	Absolute	.081
	Positive	.059
	Negative	-.081
Test Statistic		.081
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: SPSS version 25 (2026)

Referring to Table 3. above, it is known that the results of the Kolmogorov-Smirnov test have a significance value of $0.200 > 0.05$ so it can be concluded that the data tested is normally distributed.

Multicollinearity Test Results (Tolerance and VIF)

Table 4. Multicollinearity Test Results

		Coefficients ^a					
		Unstandardized Coefficients	Standardized Coefficients				
Model		B	Std. Error	Beta	t	Sig.	Collinearity Statistics
1	(Constant)	1.930	4.380		.441	.662	
	Situational Leadership Model	.604	.164	.423	3.691	.001	.963
	Work Stress	.455	.101	.518	4.516	.000	.963
							1.038
							1.038

a. Dependent Variable: Employee Performance

Source: SPSS version 25 (2026)

Referring to Table 4, it is known that the results of the multicollinearity test for the variables situational leadership model and work stress have a tolerance value > 0.10 and VIF < 10 , so this study is declared free from multicollinearity problems.

Multiple Linear Regression Test Results

Table 5. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.930	4.380			.441	.662
Situational Leadership Model	.604	.164	.423		3.691	.001
Work Stress	.455	.101	.518		4.516	.000

Source: SPSS version 25 (2026)

Referring to Table 5, the regression equation for the above values is:

$$Y = 1.930 + 0.604 X1 + 0.455 X2 + e$$

1. The regression equation indicates a constant value of $\alpha = 1.930$, meaning that when the situational leadership model ($X1$) and work stress ($X2$) are held constant, the value is 1.930.
2. The regression equation shows a regression coefficient of $b1 = 0.604$, indicating that a 100% increase in the situational leadership model results in a 60.4% increase in purchase intention.
3. The regression equation shows a regression coefficient of $b2 = 0.455$, indicating that a 100% increase in work stress results in a 45.5% decrease in purchase intention.

Hypothesis Testing

Partial Test Results (t-Test)

Table 6. Partial Test Results (t-Test)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.930	4.380			.441	.662
Situational Leadership Model	.604	.164	.423		3.691	.001
Work Stress	.455	.101	.518		4.516	.000

Source: SPSS version 25 (2026)

Referring to Table 6, it is known that the independent variables influence each other on the dependent variable.

1. t-test for Situational Leadership Model ($X1$) and Employee Performance (Y)
Based on Table 4.15, the calculated t-value (t-count) for the Situational Leadership Model variable is 3.691. This value is compared against the t-table value of 2.026. The results show that $3.691 > 2.026$ and the significance probability (Sig.) for the Situational Leadership Model is 0.001; since this value is less than 0.05, H_0 is rejected and H_a is accepted, indicating that the Situational Leadership Model variable has a significant influence on Employee Performance at PT. Adhimukti Karya Bersama.
2. t-test for Work Stress ($X2$) and Employee Performance (Y)
Based on Table 4.15, the calculated t-value (t-count) for the Work Stress variable is 4.516. This value is compared against the t-table value of 2.026. The results show that $4.516 > 2.026$ and the significance probability (Sig.) for Work Stress is 0.000; since this value is less than 0.05, H_0 is rejected and H_a is accepted, indicating that the Work Stress variable has an influence on the Employee Performance variable at PT. Adhimukti Karya Bersama.

Simultaneous Test Results (F-Test)

Table 7. Simultaneous Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1293.336	2	646.668	20.980	.000 ^b
	Residual	1140.439	37	30.823		
	Total	2433.775	39			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Situational leadership model, work stress

Source: SPSS version 25 (2026)

Referring to Table 7. the calculated F-value (F-count) is 20.980. Comparing this to the F-table value for $n = 40$ at a significance level (α) of 0.05 yields an F-table value of 3.21. Since $20.980 > 3.21$, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted; this indicates that the variables Situational Leadership Model (X_1) and Work Stress (X_2) simultaneously exert a significant positive influence on Employee Performance (Y), as evidenced by a significance value of 0.000, which is less than the α level of 0.05 ($0.000 < 0.05$).

Determination Test Results

Table 8. Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729 ^a	.531	.506	5.55182

a. Predictors: (Constant), Situational leadership model, work stress

Source: SPSS version 25 (2026)

Referring to Table 8, The adjusted R-squared value is 0.506, indicating that the Situational Leadership Model (X_1) and Work Stress (X_2) variables account for 50.6% of the influence on Employee Performance (Y). The remaining influence is attributed to other variables not examined in this study.

Discussion

The Effect of Situational Leadership Model on Employee Performance

Based on the partial test results (t-test), a calculated t-value of 3.691 was obtained with a significance value of 0.001. This indicates that the significance level is below 0.05; thus, it can be concluded that the Situational Leadership Model has a positive and significant effect on employee performance at PT. Adhimukti Karya Bersama. The better the implementation of the situational leadership model by leaders, the more employee performance improves. The study results demonstrate that a leader's ability to provide direction, motivation, and support—while adapting their leadership style to the employees' capabilities and readiness—enhances the quality of work completion, timeliness, and employee accountability. Conversely, if situational leadership is not implemented optimally, employee performance tends to decline. This finding is supported by research (Gideon et al., 2025; Lestari et al., 2024) stating that situational leadership significantly influences employee performance. The results align with the theory proposed by Hersey and Blanchard, which posits that a leader's effectiveness is determined by their ability to adapt their leadership style to the readiness level of their subordinates. Furthermore, this study supports previous research indicating that the situational leadership model has a positive and significant impact on employee performance.

The Effect of Work Stress on Employee Performance

Based on the partial test results (t-test), the calculated t-value was 4.516 with a significance value of 0.000. This indicates that work stress has a significant effect on the employee performance at PT. Adhimukti Karya Bersama. The study results show that workload, target pressure, a lack of support from management or colleagues, and communication barriers can influence the execution of employees' work. The higher the level of work stress experienced by employees, the greater the likelihood of a decline in work quality and effectiveness. Therefore, the company needs to manage work stress levels to prevent them from hindering employee productivity. This finding is supported by research (Pungkasan et al., 2024) stating that work stress has a positive effect on employee performance. These results align with the theory that poorly managed work stress leads to a decline in work morale, concentration, productivity, and the quality of work outcomes. This study also reinforces previous research findings indicating that work stress significantly impacts employee performance.

The Simultaneous Effect of Situational Leadership and Work Stress Model on Employee Performance

Based on the simultaneous test results (F-test), the calculated F-value was 20.980 with a significance level of 0.000; thus, it can be concluded that the Situational Leadership Model and Work Stress simultaneously have a positive and significant effect on the employee performance at PT. Adhimukti Karya Bersama. Furthermore, the coefficient of determination test results showed an Adjusted R-Square value of 0.506, meaning that 50.6% of the variation in employee performance can be explained by the Situational Leadership Model and Work Stress variables, while 49.4% is influenced by other factors not examined in this study—such as compensation, work motivation, work environment, work discipline, organizational culture, and others. According to Nuhiya et al. (2024), leadership style and work stress jointly influence employee performance. This indicates that improving leadership style and managing work stress within the company can yield positive effects for the organization and enhance employee

performance. The results of this study demonstrate that improving leadership quality and effectively managing work stress can optimize employee performance. Therefore, the company needs to address both factors concurrently to ensure organizational goals are achieved effectively.

CONCLUSION

Based on the research findings regarding the influence of the Situational Leadership Model and work stress on employee performance at PT. Adhimukti Karya Bersama, the following conclusions can be drawn:

1. The Situational Leadership Model has a positive and significant influence on employee performance at PT. Adhimukti Karya Bersama. This is evidenced by a calculated t-value of 3.691 and a significance level of 0.001 (< 0.05); thus, the first hypothesis is accepted. These results indicate that a leader's ability to provide direction, motivation, and support—while adapting their leadership style to the employees' competence and readiness levels—can enhance the quality of work completion, timeliness, and employee accountability. Conversely, if situational leadership is not implemented optimally, employee performance tends to decline.
2. Work stress has a significant influence on employee performance at PT. Adhimukti Karya Bersama. This is evidenced by a calculated t-value of 4.516 and a significance level of 0.000 (< 0.05); thus, the second hypothesis is accepted. These results indicate that factors such as workload, pressure to meet targets, a lack of support from leaders or colleagues, and communication barriers can affect how employees carry out their work. Higher levels of work stress increase the likelihood of a decline in work quality and effectiveness; therefore, the company needs to manage work stress levels to prevent them from hindering employee productivity.
3. The Situational Leadership Model and work stress simultaneously exert a positive and significant influence on employee performance at PT. Adhimukti Karya Bersama. This is evidenced by a calculated F-value of 20.980 and a significance level of 0.000 (< 0.05); thus, the third hypothesis is accepted. The Adjusted R-squared value of 0.506 indicates that the two variables explain 50.6% of the variation in employee performance, while the remaining 49.4% is influenced by variables outside the scope of this study, such as compensation, work motivation, the work environment, work discipline, and organizational culture. These findings align with the study by Nuhiya et al. (2024), which states that leadership style and work stress jointly influence employee performance; consequently, improving leadership styles and managing work stress within the company can yield positive effects and optimize employee performance. Therefore, the company needs to address both factors simultaneously to ensure organizational goals are achieved effectively.

Based on the research findings, the author offers the following recommendations:

1. For PT. Adhimukti Karya Bersama, management is encouraged to implement the situational leadership model more effectively by providing direction, motivation, support, and trust to employees—tailored to their respective skill levels and responsibilities—thereby enhancing employee performance.
2. The company is expected to manage employee work stress by ensuring a proportional distribution of workloads, fostering more effective communication, providing managerial support, and creating a comfortable work environment, all of which can boost employee productivity.
3. Employees are encouraged to continuously improve their work quality, discipline, sense of responsibility, and teamwork capabilities to ensure that company targets are fully achieved.
4. Future researchers are advised to incorporate additional variables that may influence employee performance—such as work motivation, compensation, work environment, organizational culture, job satisfaction, or work discipline—to provide a more comprehensive study.

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