
THE INFLUENCE OF WORK ENVIRONMENT AND LEADERSHIP STYLE ON WORK STRESS AND EMPLOYEE PERFORMANCE

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Abstract: This study analyzes how work environment and leadership style influence work stress and employee performance. The population of this study consisted of 186 nurses and midwives who were employed in the Inpatient Installation Room of the State General Hospital. The number of subjects included in this study was determined using the Slovin formula, which resulted in a total of 127 people. The research analysis technique employed a multifaceted approach, encompassing several key components. These components included validity and reliability tests, classical assumption tests, and Parth analysis. The findings of the analysis indicated that the work environment and leadership style exerted a negative and significant influence on employee work stress; conversely, the work environment and leadership style demonstrated a positive and significant impact on employee performance. Furthermore, work stress exhibited a negative and significant effect on employee performance, while the work environment exhibited a positive effect on employee performance through employee work stress. The present study sought to ascertain whether work stress could serve as a mediating variable in the relationship between the work environment and employee performance. To this end, an investigation was conducted on the inpatient installation of the State General Hospital. The results of the study indicated that leadership style has a positive effect on employee performance through employee work stress. The present study sought to examine the relationship between leadership style and employee performance in the Inpatient Installation of the State General Hospital. The hypothesis was that work stress would not be a mediating variable in this relationship. The study posits that the leadership of the Inpatient Installation of the State General Hospital can enhance the work environment, refine leadership skills, and alleviate work stress, thereby promoting enhanced employee performance.

INTRODUCTION

Indonesian society is built through national development. The main target of national development in the era of globalization and reform is to realize an advanced and independent Indonesian society, peaceful, prosperous in body and soul, with a social, national, and state life system based on Pancasila, and with a sustainable Indonesian nation life. Human resources (HR) have an important role in increasing development because they have the talent, energy, and creativity that are needed to drive development. Human resources are resources that are directly involved in the operations of organizations and agencies.

To achieve its main goal, the organization must improve the performance of its employees. Employee performance is the result of work in terms of quantity and quality achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.^{1]} Employee performance is expected to produce high quality work and the amount of work that meets standards. Various previous studies [2] states that there are several factors that influence employee performance, namely the work environment, leadership style and work stress.

The work environment is everything that can affect the interaction between employees and their motivation and performance. A comfortable work environment encourages employees to work harder and focus more on their work. In addition, a good work environment can also help employees be more productive because they are less tired and fatigued. Organizations must provide an adequate work environment to improve performance, such as a comfortable and efficient office layout, a clean environment, good air circulation, decorative colors, and sufficient lighting

In addition to the work environment, leadership style is a factor that influences employee performance. Leadership style is the way a leader influences his subordinates to work together and work productively to achieve organizational goals.^{3]} All actions of a leader, both visible and invisible, are influenced by his leadership style. Leadership style describes a consistent combination of philosophy, skills, traits, and attitudes that underlie a person's behavior. Leadership style shows a leader's belief in the abilities of his subordinates, both directly and indirectly. In other words, leadership style is the behavior of strategy.

The feeling of pressure experienced by workers when they work in their workplace is known as job stress. Job stress is a person's physical and mental reaction to changes in their environment that are considered disturbing and threatening. Everyone should be able to manage stress because managing stress means having the ability to control themselves in their lives. If the gap between a person's abilities and the demands of their job is too large, job stress will arise.

Jembrana Regency State General Hospital is one of the government apparatuses in Jembrana Regency which is a supporting element for the implementation of regional government in the field of Health Services. Jembrana Regency State General Hospital (RSU) is a hospital owned by the regional government located in Jembrana Regency, Bali. RSU Negara has very important duties and functions in providing health services to the local community. RSU Negara is tasked with providing health services to the general public, both

¹ (Mangkunegara, 2016)

² (Heriyanti & Putri, 2022)

³ (Hasibuan, 2016)

for outpatient care, inpatient care, and emergency medical treatment. The existence of duties carried out by RSU Negara requires employees to be able to improve their performance, especially for employees assigned to the Inpatient Installation. Currently, the number of RSU Negara employees assigned to the Inpatient Installation is 186 people. The following is data on the number of RSU Negara employees in table 1.

Table 1. Data on Nurses and Midwives at RSU Negara

NO	ROOM NAME	AMOUNT
1	Daffodil	21
2	Cempaka	17
3	Dahlia	22
4	Flamboyan	14
5	Orchid	21
6	ICU	21
7	Edelweis	15
8	Shoulder	22
9	TRIGGER	12
10	The Palace of Rahyu	21
	AMOUNT	186

Source: RSU Negara, 2024

Table 1 shows that the number of employees working in the inpatient installation is 186 people. Most of the employees work in the Dahlia, Pudak, Bakung, Anggrek, ICU, and Puri Rahayu rooms. Based on the results of the observation, it was found that the performance of inpatient installation employees was still not optimal. This is due to factors of the work environment, leadership style and work stress.

Based on the results of temporary observations, it was found that the working environment in the Inpatient Installation was still not conducive. This can be seen from several gaps as a result of an uncomfortable working environment. For example, nurses in the room look uncomfortable because the room sometimes smells unpleasant, the room temperature feels hot, the facilities are inadequate, and in the and it can interfere with the concentration of nurses when serving patients. Communication between nurses and other nurses is also sometimes less conducive. The high level of responsibility given by nurses often causes offense between nurses. For example, the ability to understand others, the ability to build relationships with others, the ability to communicate, teamwork, forming a positive self-image, motivating and inspiring and so on. Likewise, the sense of empathy of nurses towards patients is lacking, so that nurses cannot listen to patient stories. Nurses also lack interaction and communication with patients.

Leadership style issues can also affect the performance of employees at the RSU Negara Inpatient Installation. This problem is seen from the lack of leadership in terms of providing instructions, feedback, or listening to complaints from employees which causes miscommunication or confusion in the roles and responsibilities of employees. The lack of ability of the head of the inpatient installation in terms of improving the competence of nurses or midwives by providing internal and external training causes employees to feel less motivated in working.

Inpatient Installations often face work stress. This is due to the high number of patients.

The increase in the number of patients in the past 3 years has increased the number of patients treated at the State General Hospital every year. The total number of inpatients (Anggrek, Bakung, Cempaka, Dahlia, Edelweis, Flamboyan, Puri Rahayu, and Pudak Rooms) in 2022 was 8,419 patients, while the total number of patients treated in 2023 with the addition of PICU rooms reached 11,161 patients. This increase causes 1 nurse to handle up to 4 or more patients. Doctors and nurses who are directly involved in patient care often work long shifts, sometimes more than 12 hours, which can cause physical and mental fatigue.

Lack of resources causes staff to work with limited resources, increasing stress in carrying out their duties. In addition, lack of medical equipment or inadequate facilities can also trigger stress for medical personnel. State Hospitals, especially inpatient installations, must meet service quality standards set by the government or health agencies. Failure to meet these standards, especially with a very large number of patients, can increase stress. Medical and paramedic staff are required to provide high-quality care amidst time pressures and often challenging conditions. Based on the background description, the purpose of this study is to determine and analyze the influence of the work environment and leadership style on work stress and employee performance at the Inpatient Installation of RSU Negara.

LITERATURE REVIEW

The work environment encompasses all aspects that can affect the interaction between employees and their motivation to work. In this case, the work environment does not only include the physical workplace; it also includes the norms and culture of the organization, the policies implemented, and the social support available to employees. While a poor work environment can lead to stress, decreased morale, and even increased absenteeism and turnover rates, a healthy and positive work environment can increase employee engagement and satisfaction, which in turn contributes to the success of the organization. A good work environment focuses on developing employee well-being both physically and psychologically, which will improve long-term performance and productivity. Aspects such as ergonomics, good lighting, and open communication between employees and superiors are factors that greatly influence the work atmosphere.

Leadership style is the behavior or method chosen and used by leaders to influence the thoughts, attitudes and behavior of subordinate members of the organization. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve specific goals.

Job stress is a feeling of pressure experienced by employees in dealing with work. This job stress is seen from self-appearance, including unstable emotions, feelings of restlessness, liking to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure and experiencing digestive disorders.

Performance is a condition related to the success of an organization in carrying out its mission which can be measured by the level of productivity, level of service, responsiveness, responsibility and accountability.⁴ Employee performance is work related to organizational goals in determining results in terms of quantity, quality, efficiency, effectiveness and in accordance with the level of personnel compliance in carrying out structural and functional

⁴ (Nugraha, 2020)

positions from all levels of personnel in the organization.

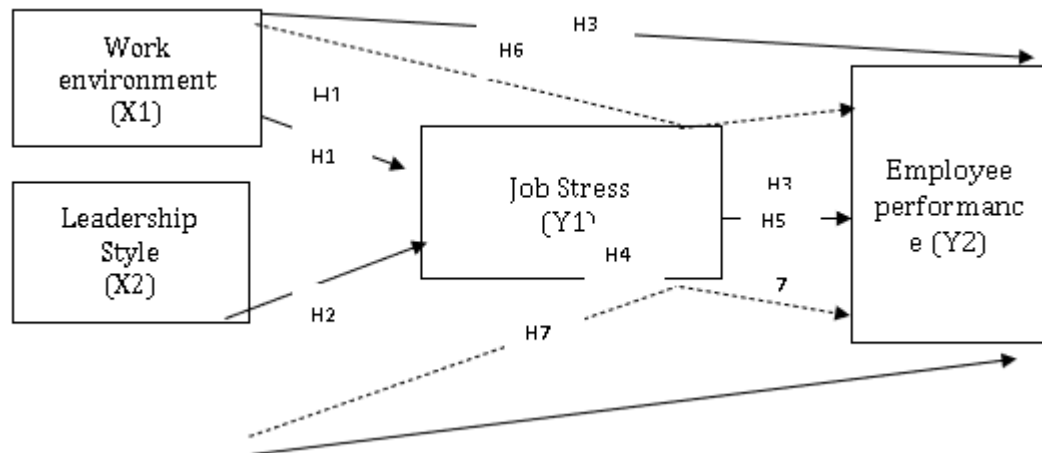


Figure 1. Conceptual Framework

Based on the theoretical study and conceptual framework, the following hypothesis formulation can be formulated in this study:

- H1: The work environment has a negative effect on work stress.
- H2: Leadership style has a negative effect on work stress.
- H3: Work environment has a positive and significant effect on employee performance.
- H4: Leadership style has a positive effect on employee performance.
- H5: Work stress has a negative effect on employee performance.
- H6: Work environment has a negative effect on employee performance through work stress.
- H7: Leadership style has a negative effect on employee performance through work stress.

RESEARCH METHODS

Research design is a research flow that is drawn systematically and comprehensively regarding the problem being studied until the conclusion. This study aims to analyze the influence of the work environment and leadership style on work stress and employee performance at the Inpatient Installation of the State General Hospital. The research variables in this study are independent variables, dependent variables and mediating variables. The independent variables in this study are the work environment (X1) and leadership style (X2). The dependent variable in this study is employee performance (Y2) and the intervening variable is work stress (Y1). From these research variables, the research instruments and respondents used can be determined.

After the research instrument and respondents are determined, the next step is to collect data by documenting, observing and distributing questionnaires. The data that has been collected is then processed and analyzed. The processed data is discussed and interpreted. From the discussion and interpretation of the research results, conclusions are then drawn and suggestions are given.

The population in this study were all nurses and midwives who worked in the Inpatient installation room of the State General Hospital totaling 186 people. The determination of the number of samples used in this study was determined using the Slovin formula. Based on the calculation of the Slovin formula, the number of samples determined was 127 people.

The dependent variable in this study is employee performance. Employee performance

is the work results in terms of quality and quantity achieved by employees at the Inpatient Installation of RSUD Negara in carrying out their duties in accordance with the responsibilities given to them. The indicators of employee performance in this study are work achievement, quality, quantity, cooperation, and responsibility.^{5]} The intervening variable in this study is work stress. Work stress is a feeling of pressure experienced by employees at the Inpatient Installation of RSUD Negara in dealing with work. Indicators of work stress in this study are task demands, role demands, interpersonal demands, organizational structure and organizational leadership [6]. The independent variables in this study are the work environment and leadership style. The work environment is all aspects around the workplace that can affect the performance and welfare of employees at the RSUD Negara Inpatient Installation. The indicators of the work environment in this study are Lighting, Air temperature, Noise, Use of color, Required space for movement, Work ability and Relationships between employees. Meanwhile, leadership style is a process of a person's activities to move others by leading, influencing, guiding employees at the RSUD Negara Inpatient Installation to do something in order to achieve the expected performance results. The indicators of leadership style in this study are Decision-making Ability, Motivating Ability, Communication Ability, Ability to Control Subordinates, Ability to Control Emotions.

Data collection in this study used a questionnaire technique often called a questionnaire which is a list of questions sent to respondents to be answered. The research questionnaire will be distributed to employees in the form of a closed questionnaire, where the closed questionnaire uses a Likert scale of 1-5 where 1 indicates a level of strongly disagree, while level 5 indicates strongly agree. Data analysis in this study used descriptive analysis methods and differential statistical analysis which were carried out to test the research hypothesis using `path analysis.

RESULTS AND DISCUSSION

From the distribution of questionnaires totaling 127 respondents, several descriptions of the characteristics of the respondents were obtained. The following will briefly explain the characteristics of the respondents, namely gender, age level, education, and length of service presented in Table 2.

Table 2. Respondent Characteristics

No	Characteristics	Number of people)	Percentage (%)
1.	Gender		
	• Man	8	6.3
	• Woman	119	93.7
2.	Age Level		
	• < 21 Years	1	0.8
	• 31 – 40 Years	96	75.6
	• > 40 Years	30	23.6
3.	Education		
	• Diploma	50	39.4

⁵ (Renaldi et al., 2022).

⁶ (Afandi, 2018).

	• S1	77	60.6
4.	Years of service		
	• > 5 Years	53	41.7
	• 5 - 20 Years	27	21.3
	• 21 -25 years	23	18.1
	• > 25 Years	24	18.9

Source: Processed data, 2025

Table 2 shows that respondents are dominated by women as many as 119 people, while men are only 8 people. From the age level, most respondents are aged 31-40 years as many as 96 people. In terms of education level, the majority of respondents have a bachelor's degree as many as 77 people (60.6%), while respondents with a diploma education number 50 people (39.4%). In terms of length of service, the majority of respondents have worked for more than 5 years as many as 53 people (41.7%). This shows that employees of the Inpatient Installation of the State General Hospital are dominated by female employees with a length of service of more than five years, which reflects adequate work experience to support organizational performance.

Furthermore, the results of testing this research instrument show that all question items from the four variables that have been studied are declared valid and show a good level of reliability, thus the research instrument is a valid and reliable instrument as a data collection tool.

Table 3. Summary of Classical Assumption Test Results

Normality Test Results	Variables	Test Results Multicollinearity		Heteroscedasticity Test Results	
		Tolerance	VIF	Significance	
0.078	X1	0.636	1,573	0.218	
	X2	0.666	1,502	0.054	
	Y1	0.923	1,083	0.232	

Source: Processed data, 2025

Based on table 6, it can be concluded that the Asymp. Sig. (2-tailed) value is $0.078 > 0.05$. This result means that the data has a normal distribution and has met the normality requirements in the regression model. The results show that the tolerance value of the organizational culture, competence, and work discipline variables is greater than 0.10, while the VIF value is < 10 , so it can be concluded that there is no multicollinearity symptom in the regression model. The heteros test shows the significance value of the work environment, leadership style, and work stress variables > 0.05 , so it can be concluded that according to the decision making from the Glejser test there is no heteroscedasticity in the regression model. All classical assumption tests in Table 3 are feasible to test, so the path analysis model can be carried out further.

Table 4. Results of Direct and Indirect Effect Tests

No	Relationship Between Variables	Immediate Effects	Indirect Effects	Total Effect	Sig	Information
1	Work Environment (X1)→Job Stress (Y1)	-0.332	-	-0.332	0.002	H1 accepted
2	Leadership Style (X2)→Job	-0.212	-	-0.212	0.044	H2

No	Relationship Between Variables	Immediate Effects	Indirect Effects	Total Effect	Sig	Information
	Stress (Y1)					accepted
3	Work Environment (X1)→Employee Performance (Y2)	0.397	-	0.397	0,000	H3 accepted
4	Leadership Style (X2)→Employee Performance (Y2)	0.189		0.189	0.039	H4 accepted
5	Job Stress (Y1)→Employee Performance (Y2)	-0.168		-0.168	0.030	H5 accepted
6	Work Environment (X1)→Job Stress (Y1)→Employee Performance (Y2)	-	0.056 (-0.332*-0.168)	0.056	-	H6 rejected
7	Leadership Style (X2)→Job Stress (Y1)→Employee Performance (Y2)	-	0.036 (-0.212*-0.168)	0.036	-	H7 rejected

Source: Processed data, 2025

The work environment has a negative effect on work stress. The results of the analysis show a direct effect value of the work environment on work stress of -0.322 with a t-test value of -3.194 and a significance level of $0.002 \leq 0.05$. The results of this analysis mean that the better the work environment created, the lower the level of work stress felt by employees at the Inpatient Installation of the State General Hospital. The results of this study are in accordance with [7] And [8] yang dalam penelitiannya menyatakan bahwa lingkungan kerja berpengaruh negatif signifikan terhadap stres kerja. Lingkungan kerja yang kondusif memainkan peran penting dalam menciptakan suasana kerja yang mendukung kesejahteraan psikologis pegawai. Penerangan yang memadai dan suhu udara yang nyaman dapat mengurangi kelelahan fisik pegawai. Pengurangan suara bising di lingkungan kerja membantu menciptakan suasana yang lebih tenang dan fokus. Penggunaan warna yang sesuai dapat memberikan efek psikologis positif pada pegawai, sementara ruang gerak yang cukup memungkinkan aktivitas kerja berlangsung dengan lebih efisien. Selain itu, hubungan antar pegawai yang harmonis meningkatkan kerja sama tim, memperbaiki komunikasi, dan menumbuhkan rasa saling mendukung. Berdasarkan hasil analisis, ditemukan bahwa lingkungan kerja pada Instalasi Rawat Inap Rumah Sakit Umum Negara dinilai cukup baik. Pegawai merasakan kenyamanan fisik melalui penerangan yang cukup, suhu ruang yang sesuai, serta minimnya suara bising. Selain itu, hubungan kerja yang harmonis antar karyawan juga menciptakan suasana kerja yang kondusif. Dengan meningkatkan aspek-aspek lingkungan kerja tersebut, manajemen dapat secara signifikan menurunkan tingkat stres kerja pegawai dan mendorong produktivitas serta kesejahteraan mereka.

Leadership has a negative effect on work stress. The results of the analysis show a direct effect value of leadership style on work stress of -0.212 with a t-test value of -2.035 and a significance level of $0.044 \leq 0.05$. These results indicate that the better the leadership style applied to the Inpatient Installation of the State General Hospital, the lower the level of

⁷ (Country, 2023)

⁸ (Jopanda, 2023)

work stress felt by employees. The results of this study are in accordance with [19] and [20] who in their studies stated that leadership style has a significant negative effect on work stress. An effective leadership style not only helps in decision making but also creates a work atmosphere that supports employee psychological well-being. The ability to make the right and fast decisions can provide clear direction to employees, thereby reducing uncertainty in the work. The ability to motivate encourages employees to achieve targets without feeling pressured. Good communication skills ensure a harmonious working relationship between leaders and subordinates, creating a sense of mutual trust and openness. In addition, the ability to control subordinates fairly and wisely helps create a stable work environment, while the ability to control emotions allows leaders to handle difficult situations without causing additional stress on employees. Based on the analysis results, the leadership style at the Inpatient Installation of the State General Hospital is considered quite good. Leaders are able to make decisions effectively, provide constructive motivation, communicate clearly, and manage relationships with subordinates positively. By strengthening these aspects, management can significantly reduce employee work stress levels, create a comfortable working atmosphere, and increase overall organizational productivity.

The work environment has a positive and significant effect on employee performance. The results of the analysis show that the direct effect value of the work environment on employee performance is 0.397 with a t-test value of 4.300 and a significance level of $0.000 \leq 0.05$. The better the quality of the work environment created in the Inpatient Installation of the State General Hospital, the higher the employee performance produced. The results of this study are in accordance with And [9] which in his research stated that the work environment has a positive and significant effect on employee performance. A quality work environment not only supports employee effectiveness, but also increases their work enthusiasm, motivation, and productivity results. Based on the results of the analysis, the work environment at the Inpatient Installation of the State General Hospital is considered good. Adequate lighting helps employees carry out their duties more clearly and efficiently, thereby reducing work errors and increasing accuracy in carrying out tasks. A comfortable room temperature creates a work atmosphere that is not tiring, maintains employee stamina optimally while working, and prevents excessive fatigue that can affect their productivity. Minimal noise interference allows employees to focus and concentrate more on their work, so that work can be completed faster and with quality. In addition, positive relationships between employees encourage good teamwork, improve effective communication, and build a sense of mutual support among employees. This not only speeds up the completion of tasks, but also increases job satisfaction, which ultimately has an impact on increasing work enthusiasm and loyalty to the organization. By continuing to improve these aspects of the work environment, management can create a more supportive work atmosphere, so that employees feel comfortable and motivated to give their best performance. This directly contributes to improving the quality of service at the Inpatient Installation of the State General Hospital and supports the achievement of overall organizational goals.

Leadership style has a positive effect on employee performance. The results of the analysis show that the direct effect value of leadership style on employee performance is

⁹ (Suarningsih et al., 2023)

0.189 with a t-test value of 2.088 and a significance level of $0.039 \leq 0.05$. The results of this study are in accordance with and who in their research stated that leadership style has a positive and significant effect on employee performance. This means that the better the implementation of leadership style in the work environment at the Inpatient Installation of the State General Hospital, the higher employee performance that can be achieved. An effective leadership style encourages increased employee performance in several ways. Leaders who are able to provide clear direction and make the right decisions help employees understand their roles and responsibilities, so that work can be completed more efficiently. In addition, the leader's ability to motivate employees provides a higher work spirit, increases productivity, and creates a sense of satisfaction in working. Good communication skills from a leader create harmonious working relationships between superiors and subordinates, facilitating coordination and problem solving at work. Leaders who are able to control emotions and act fairly also create a comfortable and conducive working atmosphere, which can increase employee loyalty and commitment to the organization. Based on the results of the analysis, the leadership style at the Inpatient Installation of the State General Hospital can be considered quite effective in supporting employee performance. Improving leadership skills that focus on communication, motivation, and team management can further optimize employee potential in carrying out their duties and responsibilities. This can ultimately support the organization's success in achieving work targets sustainably.

Work stress has a negative effect on employee performance. The results of the analysis show a direct effect value of work stress on employee performance of -0.168 with a t-test value of -2.190 and a significance level of $0.030 \leq 0.05$. The results of this study are in accordance with and who in his research stated that work stress has a significant negative effect on employee performance. These results illustrate that the higher the level of work stress experienced by employees at the Inpatient Installation of the State General Hospital, the lower the performance shown. Heavy work demands tend to burden employees, thus reducing concentration and productivity. Role demands, such as unclear responsibilities or role conflict, can cause confusion in carrying out tasks. Interpersonal demands, which reflect less harmonious working relationships, can cause emotional stress. Meanwhile, an organizational structure that is too rigid or less supportive and ineffective organizational leadership can exacerbate employee work stress levels. The results of the analysis show that work stress at the Inpatient Installation of the State General Hospital is still a factor that has a negative impact on employee performance. Employees who feel stressed tend to experience a decrease in productivity, work quality, and the ability to complete tasks on time. This shows that high workloads, less harmonious working relationships, and lack of support from the organization can be the main sources of work stress. To overcome this impact, strategic steps are needed such as managing work demands, improving communication between employees, creating a more flexible organizational structure, and strengthening supportive leadership. Thus, work stress levels can be minimized, which ultimately helps employees improve their performance and contribute optimally to the organization.

The work environment has a negative effect on employee performance through work stress. The results of the analysis show that the indirect effect value of the work environment has a negative effect on employee performance through work stress of 0.056. However, based on the results of the Sobel Test calculation, the Z value = 1.80 is smaller than the value of 1.98

with a significance level of 5%, this result indicates that the work stress variable has not been able to be an intervening variable in the influence of the work environment on employee performance. This result is not in line with research and which found that the work environment has an indirect effect on employee performance through work stress as an intervening variable. This can happen because employees at the Inpatient Installation of the State General Hospital feel that the quality of the work environment, such as lighting, air temperature, noise, space, and relationships between employees, are sufficient to support them to work optimally without being affected by stress levels. This means that employees are able to work well when the work environment is supportive, regardless of the level of work stress they feel. A good work environment at the Inpatient Installation of the State General Hospital allows employees to complete their tasks efficiently, increase productivity, and maintain the quality of work. Factors such as adequate lighting, comfortable room temperature, and harmonious relationships between employees are considered sufficient to help employees achieve work targets. Therefore, work stress has not played an important role as a variable that bridges the influence of the work environment on employee performance at the RSU Negara Inpatient Installation. In this context, management at the RSU Negara Inpatient Installation needs to continue to prioritize improving the work environment as a primary strategy to support employee performance. Steps such as improving work facilities, optimal space management, and improving work relationships between employees can have a significant direct impact on employee productivity and work effectiveness.

Leadership style has a negative effect on employee performance through work stress. The results of the analysis show the indirect effect value of leadership style on employee performance through work stress of 0.036. However, based on the results of the Sobel Test calculation, the Z value = 1.49 is smaller than the value of 1.98 with a significance level of 5%, this result indicates that the work stress variable has not been able to be an intervening variable in the influence of leadership style on employee performance. This result is not in line with research [18] which found that leadership style has an indirect effect on employee performance through work stress as an intervening variable. At the Inpatient Installation of the State General Hospital, leadership style is considered to have a more dominant direct influence on employee performance than through work stress. Employees tend to feel that the application of a good leadership style, such as the leader's ability to provide direction, motivate, and communicate effectively, is enough to encourage an increase in their performance. In other words, the influence of leadership style on employee performance is not entirely mediated by work stress, but rather plays a more direct role in creating a productive and focused work environment. In the Inpatient Installation of the State General Hospital, leaders who are able to control subordinates, manage emotions, and provide support to employees have created a conducive working atmosphere. This helps employees to work with high focus and motivation, without being too influenced by the level of stress they experience. However, it is important for management to continue to pay attention to work stress factors that may arise due to high work pressure or demands. With effective stress management and the implementation of a leadership style that is oriented towards employee welfare, organizations can further improve employee performance and achieve more optimal results.

CONCLUSION

Based on the analysis results, it can be concluded that Work environment and Leadership style has a negative and significant effect on employee work stress at the Inpatient Installation of RSU Negara. Work environment and leadership style have a positive and significant effect on employee performance at the Inpatient Installation of RSU Negara. Work stress has a negative and significant effect on employee performance at the Inpatient Installation of RSU Negara. Work environment has a positive effect on employee performance through employee work stress at the Inpatient Installation of RSU Negara. Work stress has not been able to be a mediating variable in the relationship between the work environment and employee performance at the Inpatient Installation of RSU Negara. Leadership style has a positive effect on employee performance through employee work stress at the Inpatient Installation of RSU Negara. Work stress has not been able to be a mediating variable in the relationship between leadership style and employee performance at the Inpatient Installation of RSU Negara.

Based on the conclusions obtained from this study, it is expected that the leadership of the Inpatient Installation of RSU Negara can improve the work environment by increasing regular checks and maintenance of AC and ventilation in each room, and adjusting the ideal air temperature in each room according to thermal comfort standards in health facilities so that employees can work comfortably. It is expected that the leadership of the Inpatient Installation of RSU Negara can improve their leadership style by increasing their ability to control emotions. This can be done by increasing emotional intelligence training, building an open communication culture, and building empathy and concern so that leaders will be able to build a solid team, motivate subordinates, and increase the effectiveness of communication and work productivity. It is expected that the leadership of the Inpatient Installation of RSU Negara can reduce work stress due to high task demands. This can be done by evaluating employee workloads to ensure that the workload is evenly distributed and in accordance with the capacity of each employee, as well as holding stress management training programs such as relaxation training and counseling. It is expected that the leadership of the Inpatient Installation of RSU Negara can improve employee performance by increasing the quantity of work and cooperation. This can be done by setting clear and measurable work targets, improving coordination and communication with employees, dividing tasks fairly and evenly and providing appreciation for teamwork.

The results of this study indicate the importance of creating a conducive work environment and implementing an effective leadership style, because both have been proven to reduce work stress levels and directly improve employee performance. Therefore, management needs to design policy strategies that focus on improving the quality of the work environment and leadership development. Because work stress has been proven to have a negative and significant effect on employee performance, real efforts are needed to manage work stress, for example through counseling programs, stress management training, or workload adjustments. Because work stress has not been proven to be a mediating variable, management interventions should be focused directly on improving the work environment and leadership, without relying too much on stress reduction strategies as the main intermediary for improving performance. These findings strengthen the results of previous studies and, thereby strengthening the theoretical basis regarding the relationship between

the work environment, leadership style, work stress, and employee performance, especially in the health sector. This study can be a reference for hospitals and other health institutions in designing more effective and data-based HR management policies to improve the quality of health services through improving employee performance. The limitations of this study are the limitations of the mediating variables used. There is a need to develop mediating variables in subsequent research such as work enthusiasm, job satisfaction, and organizational commitment.

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