

The Influence of Leadership Style, Training, and Work Stress on Employee Performance at PT. Sarana Megamedilab Sentosa (SMS) in Bandar Lampung

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Abstract

Employee performance is essential for the success of a company, especially in the competitive and fast-changing medical equipment sector. At PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung, this study investigates how leadership approaches, training initiatives, and workplace stress contribute to employee performance. Using a quantitative design, 34 employees were sampled from a population of 51 based on Slovin's formula. Through SPSS 25 analysis, results demonstrated that employee performance is significantly affected by leadership style, training, and work stress, both individually and simultaneously. The study emphasizes that enhancing performance requires effective leadership, ongoing job-specific training, and proper management of work-related stress to maintain a productive and supportive workplace.

Keywords: *Leadership Style, Training, Work Stress, Employee Performance.*

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INTRODUCTION

The quality of human resources is the primary determinant of a company's success. Employees who are able to demonstrate optimal performance will help the organization achieve its goals effectively and sustainably. Employee performance reflects an individual's level of success in carrying out their assigned work according to the company's established tasks and standards. Human resource management plays a central role in supporting a company's ability to compete. (Mangkunegara & Anwar, 2012).

In the medical device distribution sector, employee performance demands are increasingly high because work activities are directly related to procedural accuracy, service quality, and product reliability. Inaccuracy in work execution can create operational risks and erode customer trust. This situation requires companies to ensure that every employee performs with high professionalism and consistency.

PT Sarana Megamedilab Sentosa (SMS) Bandar Lampung, a medical device distribution company, experienced unstable sales figures in 2024. This fluctuation indicates that employee performance has not yet fully contributed to achieving company targets. One internal factor

that could potentially influence this situation is leadership. Leadership plays a strategic role in motivating, integrating, and directing employee behavior to ensure consistency with the organization's direction and targets (Robbins et al., 2014) .

In addition to leadership, employee competency development through training is a crucial factor in improving performance. Appropriate training can help employees improve their technical skills and understanding of their assigned tasks (Noe, 2020) . Employees who receive adequate training are generally better prepared to face work demands and changes in the organizational environment.

On the other hand, high demands can trigger work-related stress. Employees become stressed when they experience work stress that exceeds their ability to manage it. If this condition persists, work stress can disrupt employee attention and performance, motivation, and the quality of their work (Mathis & Jackson, 2011) . Companies need to address work- related stress factors to maintain employee performance.

Based on this explanation, it is concluded that leadership, training, and work stress influence employee performance. This situation necessitates research examining the influence of these three variables on employee performance at PT Sarana Megamedilab Sentosa (SMS) Bandar Lampung.

Leadership Style

A superior's leadership style plays a central role in shaping the work environment, motivating, and directing employees. Leadership style refers to the skill of motivating others to ensure smooth and optimal implementation of core tasks and orders (Rosalina & Wati, 2020) . Leadership is the activity of influencing the behavior of others so that they are directed toward achieving specific goals. The influence and power of a leader are beginning to become relevant. Likewise, the role of leaders in resolving conflicts. Indicators of leadership style, according to (Northouse, 2025), include: 1) Exemplary leadership, 2) Motivating, 3) Developing thinking, and 4) Personal handling.

Training

Training is an activity designed through an organized and targeted approach to equip employees with knowledge, skills, abilities and attitudes to work optimally. (Pratama & Patmarina, 2024) . Effective training helps employees develop and has a direct impact on performance improvement. Training plays a strategic role in improving hospital employee performance in the digital era. Training tailored to technological developments helps employees adapt to change and increase work productivity (Pratiwi & Ali, 2023) . Training indicators according to (Noe, 2020) include: 1) Response, 2) Knowledge, 3) Action, and 4) Output.

Work Stress

Job stress can reduce employee motivation and productivity, so it is mandatory to recognize vital aspects for the organization and find solutions to manage them so that employee performance remains optimal (Sari & Nugroho., 2023) . Job stress is the impact of work pressure felt in excessive mental, emotional, and physical aspects or conflict in the workplace (Handoko, 2016) . Job stress is an individual's response to work environment pressure that causes emotional tension and can affect work effectiveness (Luthans et al, 2011). Job stress indicators according to (Beehr & Newman, 1978) include, 1) Physiological, 2) Psychological, 3) Behavioral.

Employee performance

Employee performance reflects how effectively an employee carries out their duties and obligations within the organization. Performance assessments are conducted by considering how well the work is completed and meets company standards, in terms of quality and quantity. Thus, performance reflects the extent to which an employee is able to carry out their role productively and in a structured manner so that company goals can be achieved (Patmarina & Anisa, 2023) . Performance describes the extent to which an individual is able to meet targets and complete their responsibilities. At the organizational level, company performance reflects how effectively employee work results support the achievement of the company's strategic goals (Patmarina & Erisna, 2012). Employee performance indicators according to (Mangkunegara, 2011) include, 1) Quality, 2) Productivity, 3) Obligations, 4) Collaboration, 5) Self-motivation.

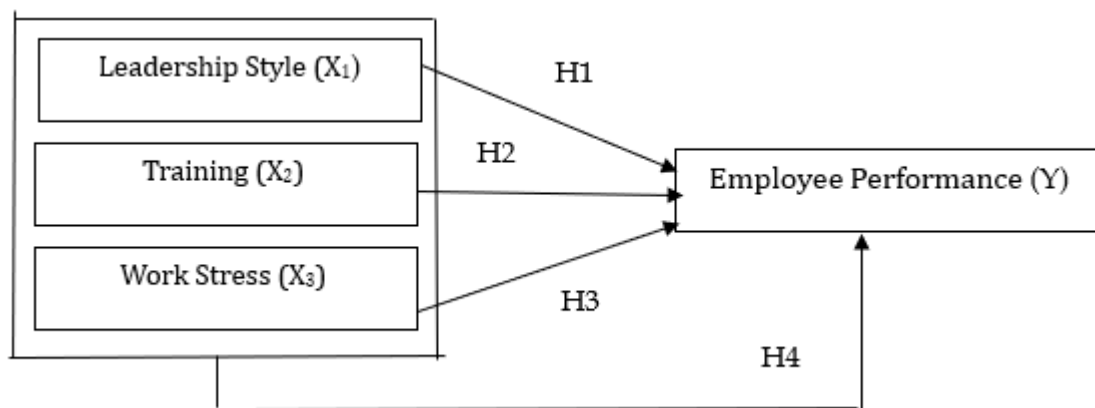


Figure 1. Conceptual Framework

Hypothesis:

H₁ : Leadership style affects employee performance at PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung.

H₂ : Training affects employee performance at PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung.

H₃ : Work stress affects employee performance at PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung.

H₄ : Leadership style, training, and work stress simultaneously influence employee performance at PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung.

METHODOLOGY

The research was conducted at PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung. The research population includes all 51 company employees, and The research sample was determined using the Slovin approach, resulting in 34 representative respondents. To collect primary data, questionnaires were distributed to participants, and their opinions on each variable indicator were measured using a five-level Likert scale. SPSS 25, as a tool to verify the validity and reliability of the instrument, was the first stage of the analysis, followed by verifying classical assumptions. Next, the relationship between variables was analyzed through multiple linear regression and hypothesis testing to assess the impact of independent variables on changes in the dependent variable.

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Items	Leadership Style (X ₁)	Training (X ₂)	Work Setress (X ₃)	Employee Performance (Y)	Result
1	0.908	0.955	0.980	0.943	Valid
2	0.948	0.945	0.919	0.969	Valid
3	0.975	0.951	0.994	0.858	Valid
4	0.911	0.952	0.950	0.943	Valid
5	0.960	0.956	0.944	0.873	Valid
6	0.973	0.974	0.962	0.934	Valid
7	0.940	0.983	0.994	0.961	Valid
8	0.963	0.905	0.949	0.944	Valid
9	0.975	0.936	0.866	0.841	Valid
10	0.944	0.936	0.940	0.958	Valid

Source : SPSS 25

Data analysis proves that the calculated r value is > r table (0.339). All items have met the validity requirements.

Reliability Test

Table 2. Reliability Rest results

Variable	Cronbach Alpha	Results
Leadership Style	0,988	Reliable
Training	0,988	Reliable
Work Setress	0,988	Reliable
Employee Performance	0,988	Reliable

Source: SPSS 25

The Cronbach's alpha value obtained was > 0.70, indicating reliability and consistency.

Classical Assumption Test

Normality Test

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		34
Normal <u>Parameters</u> ^{a,b}	Mean	0.0000000
	Std. Deviation	4.02750212
Most Extreme Differences	Absolute	0.067
	Positive	0.067
	Negative	-0.054
Test Statistic		0.067
Asymp. Sig. (2-tailed) ^c		.200 ^d

Source : SPSS 25

The test shows a significance of 0.200 indicating a normal distribution, because it is above 0.05.

Multicollinearity Test

Table 4. Multicollinearity Test Results

	Collinearity Statistics	
	Tolerance	VIF
Leadership Style	0.947	1.056
Training	0.984	1.016
Work Setress	0.959	1.042

Source: SPSS 25

Tolerance conditions > 0.10 and VIF < 10 indicate freedom from multicollinearity.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test

Variabel	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	9.327	3.362		2.774	0.009
Leadership Style	-0.014	0.051	-0.046	-0.262	0.795
Training	-0.081	0.051	-0.273	-1.581	0.124
Work Setress	-0.058	0.049	-0.206	-1.179	0.248

Source : SPSS 25

The Glejser test shows a significance value > 0.05, so the regression model can be said to be stable and there is no indication of heteroscedasticity.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis

Variabel	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	0.898	6.434		0.140	0.890
Leadership Style	0.328	0.099	0.422	3.326	0.002
Training	0.406	0.098	0.514	4.127	0.000
Work Stress	0.225	0.094	0.302	2.394	0.023

Source : SPSS 25

$$Y = 0,898 + 0,328X_1 + 0,406X_2 + 0,225X_3 + e$$

- Employee performance was recorded at 0.898 even though leadership style, training, and work stress were considered zero, which represents baseline performance before the influence of other variables was taken into account.
- A one-point increase in leadership style is estimated to contribute, with other factors being stable, to an increase in employee performance of 0.328.
- By adding one training point, employee performance tends to increase by 0.406.
- For every one point increase in job stress associated with no change, performance will increase by 0.225.

Test (t-Test)**Table 7. Partial Test Results (t Test)**

Variabel	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
(Constant)	0.898	6.434		0.140	0.890
Leadership Style	0.328	0.099	0.422	3.326	0.002
Training	0.406	0.098	0.514	4.127	0.000
Work Stress	0.225	0.094	0.302	2.394	0.023

Source : SPSS 25

Leadership style variables influence employee performance, demonstrating the importance of leaders in enhancing subordinates' work effectiveness. Furthermore, training has been shown to significantly contribute to employee performance, underscoring the importance of developing skills and competencies. Meanwhile, job stress also impacts performance, demonstrating that managing work pressure is a crucial factor in maintaining employee performance.

Simultaneous Test (F Test)**Table 8. Simultaneous Test Results (F Test)**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	632.597	3	210.866	11.818	<.001 ^b
Residual	535.286	30	17.843		
Total	1167.882	33			

Source: SPSS 25

Simultaneously, the F test indicates that leadership style, training, and job stress, when tested simultaneously, are proven to influence employee performance.

Coefficient of Determination Test**Table 9. Results of the Determination Coefficient Test**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.736 ^a	0.542	0.496	4.22408

Source: SPSS 25

Employee performance is mostly influenced, namely 54.2%, by leadership style, training, and work stress, the remaining influence comes from variables outside the research model.

The Influence of Leadership Style on Employee Performance

It was found that leadership style (X_1) influences the performance of employees of PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung, reflected in the t count of 3.326 and significance <0.05 indicating that motivating and participatory leadership improves performance. In line with the theory (Harsey & Blanchard, 1969) about effective leadership that improves subordinate performance, while supporting previous studies on leadership styles that have proven to significantly improve employee performance.

The Impact of Training on Employee Performance

The partial training test (X_2) yielded a t-value of 4.127 with a significance level of $0.000 < 0.05$. By meeting these criteria, H_2 is accepted, and training significantly improves employee performance at PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung. These results indicate that job-based training is effective in improving employee abilities, skills, and productivity. This finding aligns with the theory (Noe, 2020). Training plays a central role in improving employee work capabilities, in accordance with previous research which confirms the significant influence of training on performance.

The Impact of Work Stress on Employee Performance

The work stress variable (X_3) has a t-value of 2.394 with a significance of $0.023 < 0.05$. This means that H_3 is accepted, which means that work stress affects employee performance. Work stress arises when a person experiences pressure that affects mental well-being, decision-making, and physical condition. If the stress level exceeds the individual's ability to cope (coping capacity), productivity, work quality, and concentration can decrease. In line with (Handoko, 2016) who stated that high-intensity work stress has the potential to reduce employee performance.

The Influence of Leadership Style, Training, and Work Stress on Employee Performance

The influence on employee performance arises from a combination of leadership style, training, and work stress, as indicated by the significance value of the F test < 0.05 . Thus, H_4 is accepted. The performance of employees of PT Sarana Megamedilab Sentosa (SMS) in Bandar Lampung is simultaneously influenced by the leadership style applied by the leader, the effectiveness of the training provided by the company, and the level of work stress experienced by employees. These three variables are interrelated in shaping the level of employee performance. It confirms that improving employee performance is achieved through the application of an appropriate leadership style, the implementation of continuous training, and good work stress management.

CONCLUSION

Appropriately applied leadership styles and training relevant to job requirements have been shown to improve employee skills and performance. Conversely, job stress levels tend to negatively impact performance by reducing focus and effectiveness. The combination of leadership style, training, and job stress determines employee performance. Findings indicate that performance improvement efforts cannot be achieved in isolation but require integrated human resource management through leadership strengthening, employee competency development, and work stress management.

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