



THE INFLUENCE OF JOB STRESS AND LEADER-MEMBER EXCHANGE ON JOB PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS MEDIATION

Muhamad Khavid Hasyim✉, Ketut Sudarma

Management Department, Faculty of Economics, Universitas Negeri Semarang, Semarang, Indonesia

Info Article

History Article:
Received August 2018
Approved September 2018
Published September 2018

Keywords:
Job Performance; Job Stress,
Leader-Member Exchange;
Employee Engagement.

Abstract

The purpose of this study was to examine the effect of job stress and leader-member exchange on job performance with employee engagement as a mediating variable. The population of this study was all employees of PTPN IX KebunGetasAfdelingAssinan Kempul. The samples used were 70 Employees. The sampling technique used saturated sample technique. Data collection method used is the method of observation, interview method and questionnaire method as measured by the Likert scale. Analysis of data using multiple regression analysis and path analysis with SPSS program version 23. The results showed that there is no influence job stress on job performance; There is influence job stress on employee engagement; There is the influence of leader-member exchange on job performance and employee engagement; There is the influence of employee engagement on job performance. The results of this study also show that employee engagement is able to mediate job stress on performance and employee engagement able to mediate leader-member exchange on job performance employees of PTPN IX KebunGetasAfdelingAssinan-Kempul.

Abstrak

Tujuan penelitian ini untuk menguji pengaruh stres kerja dan pertukaran pemimpin-anggota pada kinerja karyawan dengan keterikatan karyawan sebagai variabel mediasi. Populasi penelitian ini adalah seluruh karyawan PTPN IX Kebun Getas Afdeling Assinan Kempul. Sampel yang digunakan sejumlah 70 karyawan. Teknik pengambilan sampel menggunakan teknik sampel jenuh. Metode pengumpulan data yang digunakan adalah metode observasi, metode wawancara dan metode kuesioner yang diukur dengan skala likert. Analisis data menggunakan analisis regresi berganda dan analisis jalur dengan program SPSS versi 23. Hasil penelitian menunjukkan bahwa tidak ada pengaruh stres kerja pada kinerja; ada pengaruh stres kerja pada keterikatan karyawan; ada pengaruh pertukaran pemimpin anggota pada kinerja karyawan dan keterikatan karyawan; ada pengaruh keterikatan karyawan pada kinerja karyawan. Hasil penelitian ini juga menunjukkan bahwa keterikatan karyawan mampu memediasi stres kerja pada kinerja karyawan dan keterikatan karyawan mampu memediasi pertukaran pemimpin-anggota pada kinerja karyawan PTPN IX Kebun Getas Afdeling Assinan-Kempul.

© 2018 Universitas Negeri Semarang

✉ Correspondence Address:
L2 Building, 1st Floor, Faculty of Economics, Universitas Negeri Semarang
Jalan Taman Siswa, Sekaran, Gunungpati, Semarang, 50229
E-mail: khavid9@gmail.com

INTRODUCTION

Human resource is an important component in efforts to maintain competitiveness and maintain the sustainability of a company. Human resources have an important role both individually and in groups and human resources are one of the main drivers of the smooth running of business activities and even the company's retreat is determined by the existence of its human resources (Ghoniya & Masurip, 2011). If an individual in a company, namely human resources, can run effectively, the company continues to run effectively. In other words, the continuity of the company depends on employee performance (Ranihusna, 2010).

Companies with good quality certainly have good quality human resources as well. Qualified human resources are human resources capable of demonstrating work behavior that leads to the achievement of corporate goals and objectives, for example how to manage human resources leads to good performance, because human resources can be a center of problems or problems for companies when potential they are not developed optimally, whereas human resources can be a center of success for companies when their potential can be developed optimally (Sanjaya, 2012).

High employee performance will increase company productivity which has an impact on creating a competitive advantage of the company. Employee performance will directly affect organizational performance as one aspect of creating a competitive advantage (Zakiyati & Sudarma, 2015). High employee performance will increase employee loyalty to the organization, motivated at work, work with pleasure and fun at work which has an impact on increasing high productivity in the company. During formal work activities, the employee may experience physical, psychological and social influences that can be stressful (Zafar et al., 2015). Therefore, it must be known what factors influence employee performance in order to improve employee performance.

The higher the imbalance between the demands and abilities of individuals, the higher the stress will be experienced (Jamal, 2007). Another factor that needs to be considered to improve performance for employees is Leader-Member Exchange (LMX). LMX theory proposes that leaders have unique social exchange relationships with their followers and that the quality of these relationships (ranging from low to high) differs between employees with the same leader (Liden et al., 1993; Graen & Uhl-Bien, 1995). Low-quality

LMX relationships are based on economic exchanges, i.e., exchanges based on the formal requirements of the employment contract in which employees do what they are expected to do and get paid accordingly. In contrast, high-quality exchanges go beyond the formal contract and are based on trust, mutual obligation and mutual respect and result in effective attachment (Breevaart et al., 2015).

The type of LMX relationship that develops depends on the result of a series of role making episodes in which leaders express their expectations and employees show the degree to which they are able and willing to live up to these expectations. The quality of the LMX relationship determines the degree to which leaders reciprocate meeting certain job demands by employees with additional resources like autonomy, information and the opportunity to participate in the decision-making process (Breevaart et al., 2015).

The object of this research is PTPN IX Kebun Getas. PTPN IX Kebun Getas which is included in the annual plant division is a State-Owned Enterprise that is part of the PTPN IX working area based in the City of Semarang. PTPN IX Kebun Getas is located in Kauman Lor Village, Pabelan District, Semarang Regency. PTPN IX Kebun Getas has a Vision "To be an Agribusiness Company that is highly competitive and grows with partners." The main product of PTPN IX Kebun Getas is coffee and rubber. This research was conducted on coffee plantations from PTPN IX Kebun Getas. PTPN IX coffee plantation is located in Afdeling Assinan - Kempul.

Hypothesis Development

Mangkunegara (2003) state that work stress is tension or pressure experienced when demands that are confronted exceeds the strength of the employee. Increasingly high workloads and the many demands that need to be met and increasingly fierce competition often makes employees faced with various problems that must be faced; this is very likely to make employees exposed to stress. Job stress is very important to be noticed by the company. Excessive work stress on employees will affect the level of employee performance. Research conducted by Arshadi and Damari (2013) shows the results that job stress has a significant negative effect on employee performance. Similar results were also obtained in Jamal (2007) this shows that the higher job stress experienced by employees will have an impact on employee performance degradation.

H1: Lower job stress will increase job performance.

Casimir et al. (2014) states that leader-member exchange is the relationship between leaders and their followers in an organizational work unit. When the quality of the relationship between leaders and followers is good, it will facilitate employees in completing their work so that the work of employees will be good. So that the higher the quality between leader-members, the more it can improve employee performance. The influence of member-member exchange on the performance of the previous research shows a positive relationship. This is in line with research conducted by Tanskanen et al. (2018) which states that leader-member exchanges are positively and significantly related to performance. This means that when the relationship between superiors and subordinates is high, then employees will feel close to their superiors so that employees improve their performance according to the company's targets. This is also reinforced by the results of research conducted by DeConinck (2011) which states that member-member exchange has a positive effect on performance. This means that the higher the quality of the relationship between superiors and subordinates will have an impact on improving employee performance.

H2: Higher leader-member exchange will increase job performance.

Schaufeli et al. (2002) define employee engagement as a positive attitude, fulfilling, relating to work and characterized by enthusiasm, dedication and appreciation. Employee attachments have characteristics such as Vigor (characterized by high energy levels and mental toughness when working, as well as the desire to give business to work, as well as resilience in the face of difficulties), Dedication (characterized by enthusiasm, inspiration, pride and challenges) and Absorption (characterized by fully concentrating and being happy when involved in work, so that time will be felt to run quickly even if an employee is facing a problem) (Schaufeli & Bakker, 2004).

Employee engagement becomes very important when the company wants its employees to contribute fully to achieve the targets set by the company. Employee engagement is a positive attitude that is owned by employees, such as being more diligent in trying, more enthusiastic in working and having a high dedication to work. When employees have high attachments to the company, employees will provide the best performance for the company. This statement is supported by research conducted by Alessandri et al. (2015) which shows that employee attachments

have a significant positive influence on employee performance. This is also in line with research conducted by Rich et al. (2010) that employee attachments have a significant positive influence on employee performance. This means that when the employee's attachment to high work will have an impact on improving employee performance
H3: Higher employee engagement will increase job performance.

Job stress negatively affects employee engagement. The statement was supported by research by Moura et al. (2014) that work stress has a significant negative effect on employee performance. This means that when work stress experienced by employees has increased, it can reduce employee attachments to their work.

H4: Lower job stress will increase employee engagement.

Ivancevich et al. (2007) states that the attraction of the quality-exchange between leader-member (LMX) approach is that this approach recognizes that there is no consistent leader behavior for all members. This means that a leader or boss does not treat his subordinates with one another. A leader treats his subordinates in different ways.

The influence of leader-member exchange on employee engagement shows a positive relationship. This is in line with the results of research conducted by Gupta & Sharma (2018) which states that leader-member exchange is positively related to employee engagement. Relationships with high quality occur leaders see followers competent, trustworthy and motivated as well as vice versa (Liden & Maslyn, 1998). This means that when the quality of leaders and subordinates is high, then employees will be increasingly tied to their work. Research conducted by Agarwal et al. (2012) and Meng and Wu (2015) also states that leader-member exchanges have a positive impact on employee engagement. This shows that the higher the quality of leader-member exchange, the higher the employee's engagement to his work.

H5: Higher leader-member exchange will increase employee engagement.

Research on job stress shows negative results on employee engagement. This statement is supported by the research of Moura et al. (2014) which shows that job stress has a significant negative effect on employee engagement. Research on employee engagement has a positive influence on employee performance. The statement is

in line with research by Alessandri (2015) which shows that employee attachments have a significant positive effect on employee performance. It can be concluded that when job stress on employees has increased, it will reduce employee engagement to their work which has an impact on job performance.

H6: Lower Job stress will increase job performance with employee engagement as mediation.

Employee engagement has a positive relationship with various matters relating to the organization and employees. This statement is supported by research conducted by Tanskanen et al. (2018) which states that leader-member exchange has a positive effect on job performance through employee engagement because high-quality leader-member exchange can increase work engagement employees and ultimately improve work outcomes. Similar results were also obtained by Li et al. (2012) and Breevaart et al. (2015) which stated that leader-member exchange was positively related to job performance through an employee. This means that the higher the quality of leader-member exchange, the higher the employees work engagement employees so that it will have an impact on improving job performance employees.

H7: Higher leader-member exchange will increase job performance with employee engagement as mediation.

Based on the development of the hypothesis, a research model can be prepared which can be seen in Figure 1.

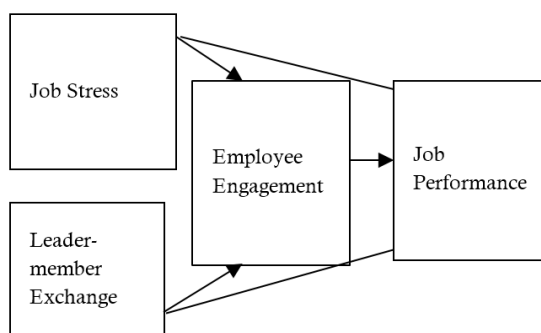


Figure 1. Research Model

METHOD

The population taken in this study were employees of PTPN IX Kebun Getas Afdeling Assinan-Kempul for 70 employees. The sampling technique in this study uses a saturated sample

technique method. So the employee population at PTPN IX Kebun Getas Afdeling Assinan-Kempul with a total of 70 employees all used as samples. The variables in this study are job stress (X1) with indicators of time stress and anxiety (anxiety), member-member exchange (X2) with indicators affect (loyalty), loyalty (contribution), contribution (contribution) and professional respect (professional respect), employee attachment (Y1) uses indicators of vigor (dedication), dedication (dedication) and absorption (appreciation) and employee performance (Y2) uses indicators of quantity, quality, timeliness, and ability to cooperate.

Data retrieval methods used in this study are methods of observation, interviews, and questionnaires. The scale used in the preparation of this questionnaire is a Likert scale starting from 1 = strongly disagree, up to 5 = strongly agree. Data analysis techniques using instrument test (validity and reliability testing), descriptive data analysis, classical assumption test, regression analysis and path analysis (path analysis) using SPSS program version 23.

RESULT AND DISCUSSION

Validity test was carried out on the item of this research question which amounted to 47 questions, where the work stress variable consisted of 9 question items, member-member exchanges consisted of 11 question items, the employee attachment consisted of 17 question items and the employee performance consisted of 10 question items. The number of respondents in the validity test was 30 respondents so that the r table value (0.361) was obtained from the 95% confidence level or 5% significance level.

The validity of this research is done by comparing the calculated r value greater than the r table value (0.361). If the r count is greater than r table, the statement items in this study are declared valid. Data processing in this study uses the SPSS version 23. The results of the validity of the work stress variables, leader-member exchanges, employee attachments are 43 items declared valid with r count > r table (0.361).

The reliability test results in this study show that the variables of work stress, leader-member exchange, employee attachment, and employee performance have a Cronbach alpha value of each variable > 0.70 so that all instruments in this study are declared reliable.

Normality test aims to test whether, in the regression model, confounding or residual variables have a normal distribution (Ghozali,

Table 1. Result Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.90819360
Most Extreme Differences	Absolute	.100
	Positive	.100
	Negative	-.059
Test Statistic		.100
Asymp. Sig. (2-tailed)		.078 ^c

2013). To test a data with normal distribution or not, it can be known by using the non-parametric statistical test of Kolmogorov-Smirnov (K-S). if the Kolmogorov-Smirnov value is more than $\alpha = 0.05$, the data is normally distributed.

Baased on Table 1, The normality test with Kolmogorov-Smirnov Test that has been done can be seen that the test statistic value is, 100 and the Asymp value. Sig (2-tailed) is 0.078 with a probability of more than 5% (0.05),so it can be concluded that this research data is normally distributed.

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (Ghozali, 2013). A good regression model should not have a correlation between independent variables.

Table 2. Result Multicollinearity test with Job Performance as Dependent Variable

Model	Coefficients ^a	
	Collinearity Statistics	
	Tolerance	VIF
JS	.801	1.248
LMX	.737	1.357
EE	.674	1.484

Based on the multicollinearity test that has been done, the results show that all research variables have Tolerance values above ($>$) 0.1 and VIF values below ($<$) 10. Therefore, it can be concluded that the regression model in this study does not occur multicollinearity between independent variables in the regression model.

The heteroscedasticity test aims to test whether in the regression model there is a variance inequality from residual one observation to another observation. If the residual variance

from one observation to another observation remains, then it is called homoscedasticity and if different is called heteroscedasticity (Ghozali, 2013).The results of testing heteroscedasticity by performing the Glejser test are as follows.

Table 3. Result Glejser Test

Model	Coefficients ^a	
	T	Sig.
X1_JS	-.218	.828
X2_LMX	.703	.485
Y1_EE	-1.653	.103

The result of the glejser test shows that all independent variables have a sig value > 0.05 . So, no independent variables that are statistically significant affect the dependent variable. So, it can be concluded that the regression model does not contain heteroscedasticity.

Individual Parametric Test (T-test)

Table 4. T-test Table Influence Job Stress, LMX on Job Performance

Model	Coefficients ^a			
	Unstandardized Coefficients		Standardized Coefficients	
	B	Std. Error	Beta	t
Constant	18.178	7.571		2.401
JS	-.220	.125	-.205	-1.759
LMX	.408	.148	.321	2.755

Dependent Variable: Y2_JP

Influence Job Stress on Job Performance

Based on data analysis in this study it can be seen that job stress has a negative and insig-

nificant direct effect on job performance. This is evidenced by the results of the calculation of the value of the t count variable job stress of -1.759 with a significance level of 0.083 greater than the significance level of 0.05 so that H1 is rejected and H0 is accepted.

Influence LMX on Job Performance

Based on data analysis in this study it can be seen that the leader-member exchange has a positive and significant direct influence on job performance. This is evidenced by the results of the calculation of the value of the t-variable leader-member exchange variable obtained t value of the leader-member exchange variable count of 2.755 with a significance level of 0.008 smaller than the significance level of 0.05 so that H2 is accepted and H0 is rejected.

Table 5. T-test Tabel Influence Employee Engagement on Job Performance

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta		
(Constant)	17.164	3.791		4.528	.000
EE	.280	.076	.408	3.682	.000

a. Dependent Variable: Y2_JP

a. Dependent Variable: Y2_JP

Influence Employee Engagement on Job Performance

Based on data analysis in this study it can be seen that employee engagement has a positive and significant direct influence on job performance. This is evidenced by the results of

the calculation of the value of the leader-member exchange variable t obtained by the t value of the independent work stress variable of 3.682 with a significance level of 0.000 smaller than the significance level of 0.05 so that H3 is accepted and H0 is rejected.

Table 6. T-test Table Influence Job Stress, LMX on Employee Engagement

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	Std. Error	Beta		
(Constant)	27.382	10.025		2.731	.008
JS	-.463	.166	-.296	-2.793	.007
LMX	.743	.196	.402	3.787	.000

a. Dependent Variable: Y1_EE

a. Dependent Variable: Y1_EE

Influence Job Stress on Employee Engagement

Based on data analysis in this study it can be seen that job stress has a negative and significant direct effect on employee engagement. This is evidenced by the results of the calculation of the value of t count the variable work stress of -2.793 with a significance level of 0.007 greater than the significance level of 0.05 so that H4 is accepted and H0 is rejected.

Influence LMX on Employee Engagement

Based on data analysis in this study it can be seen that the leader-member exchange has a positive and significant direct influence on employee engagement. This is evidenced by the results of the calculation of the value of the t-variable leader-member exchange variables obtained by the value of the leader-member exchange variable count of 3.787 with a significance level of 0.000 smaller than the significance level of 0.05 so that H5 is accepted and H0 is rejected.

Table 7. R Square Table Influence Job Stress, LMX on Employee Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571 ^a	.326	.306	4.003

a. Predictors: (Constant), X2_LMX, X1_JS

Based on table 7 the Unexplained Variance (*e*) is as follows:

$$e = \sqrt{1 - R^2} = \sqrt{1 - 0.326} = 0.821$$

Table 8. T-test Table Influence Job Stress, LMX on Employee Engagement

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	27.382	10.025		2.731	.008
JS	-.463	.166	-.296	-2.793	.007
LMX	.743	.196	.402	3.787	.000

a. Dependent Variable: Y1_EE

a. Dependent Variable: Y1_EE

Based on Tables 8, an equation can be drawn up that can describe the work stress,

member-leadership exchanges and employee attachments, as follows:

$$\text{Equat.1 } EE = -0.296 \text{ JS} + 0.402 \text{ LMX} + 0.821$$

Based on the regression equation 1, it can be interpreted that any increase in work stress will be followed by a decrease in employee attachments and every time an increase in leader-member exchanges will be followed by an increase in employee engagement.

Table 9. R Square Table Influence Job Stress, LMX and Employee Engagement on Job Performance

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.475 ^a	.226	.191	2.974
a. Predictors: (Constant), Y1_EE, X1_JS, X2_LMX				

Based on Table 9, the unexplained variance (*e*) is as follows:

$$e = \sqrt{1 - R^2} = \sqrt{1 - 0.226} = 0.880$$

Table 10. T-test Table Influence Job Stress, LMX and Employee Engagement on Job Performance

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.685	7.850		1.743	.086
JS	-.144	.130	-.134	-1.109	.271
LMX	.286	.161	.225	1.783	.079
EE	.164	.091	.239	1.809	.075
a. Dependent Variable: Y2_JP					

Based on the results of the regression analysis above, it can be arranged equations that can illustrate between job stress, leader-member exchange, employee engagement and job performance as follows:

$$\text{Equat.2 } JP = -0.134 \text{ JS} + 0.225 \text{ LMX} + 0.239 \text{ EE} + 0.880$$

Based on the regression equation 2, it can be interpreted that any increase in work stress

will be followed by a decrease in employee performance, every time an increase in leader-member exchange will be followed by an increase in employee performance and every increase in employee engagement will be followed by an increase in employee performance.

Based on the calculation of the two regression equations, it can be concluded that the regression research is as follows:

$$Y1 = -0.296 X1 + 0.402 X2 + 0.821 \dots \dots \dots (1)$$

$$Y2 = -0.134 X1 + 0.225 X2 + 0.239 Y1 + 0.880 (2)$$

From the equation, the following results can be obtained:

a. Influence Y1 (Employee Engagement) to Y2 (Job Performance)

In equation (2), it can be seen that the direct effect of employee engagement on job performance represented by *p5* is 0.239.

b. Influence indirect X1 (Job Stress) on Y2 (Job Performance)

1. In equation (2), it can be seen that the direct effect of job stress on job performance represented by *p3* is equal to -0.134.

2. The indirect effect of job stress variables on job performance through employee engagement can be known by multiplying the path coefficient of job stress in equation 1 and employee engagement in equation 2, namely $-0.296 \times 0.239 = -0.071$

3. The total effect of the path coefficient is by adding up the direct effect and indirect effect of job stress, namely $p3 + (p1 \times p5) = -0.134 + -0.071 = -0.205$

The following is a path analysis image to prove the mediating effect of employee engagement on the influence of job stress on job performance.

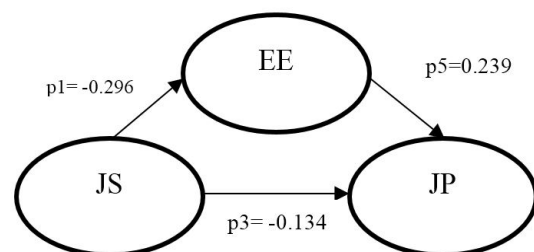


Figure 2. Path Analysis of the Influence of Job Stress on Job Performance with Employee Engagement as a Mediation

Can be known the results of these calculations that the total indirect effect is equal to

-0.205, while the direct influence path coefficient is -0.134. This means that the total indirect path coefficient > direct path coefficient that identifies that H6 which states that “Job Stress can decrease job performance with employee engagement as mediation” in this study is accepted. This shows that when the job stress possessed by employees goes down with the employee engagement to the workforce going up, it can improve job performance at Employees of PTPN IX Kebun Getas Afdeling Assinan-Kempul.

- c. Influence indirect X2 (LMX) on Y2 (Job Performance)
1. In equation (2), it can be seen that the direct effect of LMX on job performance represented by p_4 is equal to 0.225.
2. The indirect effect of LMX variables on job performance through employee engagement can be known by multiplying the path coefficient of job stress in equation 1 and employee engagement in equation 2, namely $0.402 \times 0.239 = 0.096$.
3. The total effect of the path coefficient is by adding up the direct effect and indirect effect of LMX, namely $p_4 + (p_2 \times p_5) = 0.225 + 0.096 = 0.321$.

The following is a path analysis image to prove the mediating effect of employee engagement on the influence of LMX on job performance.

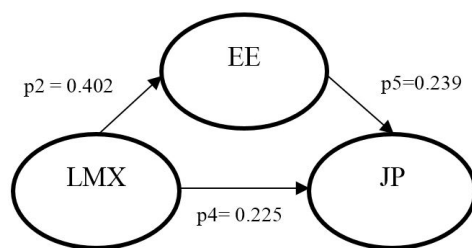


Figure 3. Path Analysis of the Influence of LMX on Job Performance with Employee Engagement as a Mediation

Can be known the results of these calculations that the total indirect effect is equal to 0.321, while the direct influence path coefficient is 0.225. This means that the total indirect path coefficient > direct path coefficient that identifies that H7 which states that “LMX can increase job performance with employee engagement as mediation” in this study is accepted. This shows that when the leader-member exchange of employees increases with the employee engagement to the

workforce going up, it can improve job performance at employees of PTPN IX Kebun Getas Afdeling Assinan-Kempul.

Based on the calculations that have been made, the structural image of the full model path analysis is as follows:

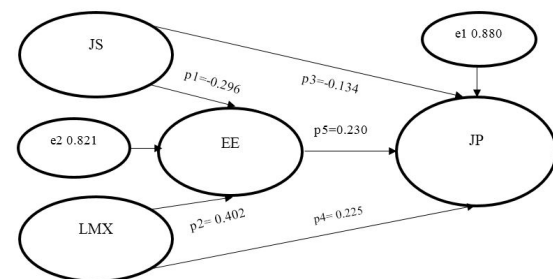


Figure 4. Full Model Path Analysis Model

The Influence of Job Stress on Job Performance with Employee Engagement as Mediation

Based on path analysis test of job stress on job performance with employee engagement as mediation shows that job stress has a negative and significant indirect effect on employee performance through employee engagement as a mediating variable and indirect effect value of -0.205 this value greater than the value of the direct effect of -0.134. So that, in this case, the indirect effect is stronger than the direct influence. Therefore, employee engagement is able to mediate the influence of job stress on job performance.

The above results prove that employee engagement can mediate the influence of job stress on job performance. That is that the work stress level can influence employee engagement so that it will have an impact on job performance employees of PTPN IX Kebun Getas Afdeling Assinan-Kempul. This indicates that the influence of work stress is only apparent when there is support from employee engagement. So that the effect of job stress on job performance requires the mediating role of employee engagement to strengthen its influence. With the mediating role of the employee engagement, the effect of job stress will be felt by the impact of the decline in job performance employees of PTPN IX Kebun Getas Afdeling Assinan-Kempul.

The Influence of LMX on Job Performance with Employee Engagement as Mediation

Based on path analysis test of LMX on job performance with employee engagement as mediation, it shows that LMX has a positive and indirectly significant effect on job performance with employee engagement as a mediating va-

riable and indirect effect value of 0.321 this value is greater than the value of the direct influence of 0.225. So that, in this case, the indirect effect is stronger than the direct influence. Therefore, employee engagement is able to mediate the influence of LMX on job performance.

The above results prove that employee engagement can mediate LMX relationships on job performance. The results of this study are supported by previous research which states LMX has a positive and indirectly significant effect on employee performance through employee engagement as a mediating variable (Breevaart et al., 2015).

The results above indicate that employee engagement variables are able to mediate the influence of LMX on job performance. These results can be interpreted that the level of LMX can influence employee engagement so that it will improve job performance. These results prove that the LMX with the support of employee engagement will have an impact on improving the performance employees of PTPN IX Kebun Getas Afdeling Assinan Kempul. So, it can be said that superiors have provided support to employees and pay attention to employees when carrying out their duties. Efforts made by superiors make employees comfortable so as to increase employee engagement in their work which has an impact on improving job performance at work.

CONCLUSION AND RECOMMENDATION

Job stress can't decrease performance. LMX can increase job performance. Employee engagement can increase job performance. Job stress can decrease employee engagement. LMX can increase employee engagement. Job stress can decrease employee performance with employee engagement as mediation. Leader-member exchanges can increase job performance with employee engagement as mediation.

Suggestions for future research are expected to examine more other variables that might moderate the effect of job stress, leader-member exchanges and employee engagement on job performance. Future research is also expected to be able to use different research objects such as manufacturing and government institutions and be carried out on larger samples so that the results of the research can be generalized.

REFERENCES

- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, Innovative Work Behaviour and Turnover Intentions: the Mediating Role of Work Engagement. *Career Development International*, 17(3), 208-230.
- Alessandri, G., Borgogni, L., Schaufeli, W. B., Caprara, G. V., & Consiglio, C. (2015). From Positive Orientation to Job Performance: the Role of Work Engagement and Self-Efficacy Beliefs. *Journal of Happiness Studies*, 16(3), 767-788.
- Arshadi, N., & Damiri, H. (2013). The Relationship of Job Stress with Turnover Intention and Job Performance : Moderating Role of OBSE. *Procedia-Social and Behavioral Sciences*, 84, 706-710.
- Breevaart, K., Bakker, A. B., Demerouti, E., & Van Den Heuvel, M. (2015). Leader-Member Exchange, Work Engagement and Job Performance. *Journal of Managerial Psychology*, 30(7), 754-770.
- Casimir, G., Ngee Keith Ng, Y., Yuan Wang, K., & Ooi, G. (2014). The Relationships amongst Leader-Member Exchange, Perceived Organizational Support, Affective Commitment and In-Role Performance: a Social-Exchange Perspective. *Leadership & Organization Development Journal*, 35(5), 366-385.
- DeConinck, J. B. (2011). The Effects of Leader-Member Exchange and Organizational Identification on Performance and Turnover among Salespeople. *Journal of Personal Selling & Sales Management*, 31(1), 21-34.
- Ghoniya, N., & Masurip. (2011). Peningkatan Kinerja Karyawan melalui Kepemimpinan, Lingkungan Kerja dan Komitmen. *Jurnal Dinamika Manajemen*, 2(2), 118-129.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-Based Approach to Leadership: Development of Leader-Member Exchange (LMX) Theory of Leadership Over 25 Years: Applying a Multi-Level Multi-Domain Perspective. *The leadership quarterly*, 6(2), 219-247.
- Ghozali, I. (2013). *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21 Edisi 7*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gupta, N., & Sharma, V. (2018). Relationship between Leader Member Exchange (LMX), High-Involvement HRP and Employee Resilience on Extra-Role Performance: Mediating Role of Employee Engagement. *Journal of Indian Business Research*, 10(2), 126-150.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2007). *Perilaku dan Manajemen Organisasi*. Jakarta: Erlangga.
- Jamal, M. (2007). Job Stress and Job Performance Controversy Revisited: an Empirical Examination in Two Countries. *International journal of stress management*, 14(2), 175-187.
- Li, X., Sanders, K., & Frenkel, S. (2012). How Leader-Member Exchange, Work Engagement and HRM Consistency Explain Chinese Luxury Hotel Employees' Job Performance. *International Journal of Hospitality Management*, 31(4), 1059-1066.
- Liden, R. C., & Maslyn, J. M. (1998). Multidimension-

- ality of Leader-Member Exchange: an Empirical Assessment through Scale Development. *Journal of Management*, 24(1), 43-72.
- Liden, R. C., Wayne, S. J., & Stilwell, D. (1993). A Longitudinal Study on the Early Development of Leader-Member Exchanges. *Journal of Applied Psychology*, 78(4), 662-674.
- Mangkunegara, A. P., & Prabu, A. (2003). *Perencanaan dan Pengembangan Sumber Daya Manusia*. Bandung: Refika Aditama.
- Meng, F., & Wu, J. (2015). Merit Pay Fairness, Leader-Member Exchange and Job Engagement: Evidence from Mainland China. *Review of Public Personnel Administration*, 35(1), 47-69.
- Moura, D., Orgambidez-ramos, A., & Gonçalves, G. (2014). Role Stress and Work Engagement as Antecedents of Job Satisfaction: Results from Portugal. *Europe's Journal of Psychology*, 10(2), 291-300.
- Ranihusna, D. (2010). Efek Rantai Motivasi Pada Kinerja Karyawan. *Jurnal Dinamika Manajemen*, 1(2), 90-103.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and effects on Job Performance. *Academy of Management Journal*, 53(3), 617-635.
- Sanjaya, F. (2012). Peran Moderasi Kecerdasan Emosi pada Stres Kerja. *Jurnal Dinamika Manajemen*, 3(2), 155-163.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job Demands, Job Resources and Their Relationship with Burnout and Engagement: a Multi-Sample Study. *Journal of Organizational Behavior: the International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: a Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness studies*, 3(1), 71-92.
- Tanskanen, J., Mäkelä, L., & Viitala, R. (2018). Linking Managerial Coaching and Leader-Member Exchange on Work Engagement and Performance. *Journal of Happiness Studies*, 1-24.
- Zafar, Q., Ali, A., Hameed, T., Ilyas, T., & Younas, H. I. (2015). The Influence of Job Stress on Employees Performance in Pakistan. *American Journal of Social Science Research*, 1(4), 221-225.
- Zakiyati, F., & Sudarma, K. (2015). Pengaruh Burnout, Kecerdasan Emosional dan Tipe Kepribadian Ekstrovert pada Kinerja Perawat RSUD Kabupaten Batang. *Management Analysis Journal*, 4(1), 1-13.