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THE INFLUENCE OF STRESS ON WORK PERFORMANCE THROUGH LEADER SUPPORT MODERATION IN DIGITAL MSMES IN DENPASAR CITY

Vitalia Fina Carla Rettobjaan[1]*, Kadek Riyan Putra Richadinata[1], A.A. Ngr Bagus Aristayudha[1], Ni Made Widnyani[1], Kadek Bramdhika Ada[2], Putu Febri Candra Dewi[1]
[1]Program Studi Bisnis Digital, Universitas Bali Internasional, Gg. Jeruk No.9A, Tonja, Denpasar Timur, Denpasar, Bali 80234, Indonesia
[2]Digital Business, Business and Economics, Universitas Widya Nusantara, Jl. Untad I, Tondo,Mantikulore, Palu, Sulawesi Tengah 94148, Indonesia
*carlarettobjaan@unbi.ac.id

ABSTRACT

The growth of the Micro, Small, and Medium Enterprises (MSMEs) sector in Denpasar City, Bali, is increasingly rapid along with the penetration of digital technology. Digital MSMEs are the main drivers of economic growth and job creation. However, amidst this progress, worker welfare and the performance of digital MSMEs still face challenges, especially work stress that can affect employee performance. Factors such as a competitive business environment and pressure to adapt to new technologies often increase stress among workers. This study aims to investigate the effect of stress on the work performance of digital MSME employees in Denpasar City, considering the moderating role of leader support. This study uses an observational analytical method with a quantitative approach and a cross-sectional design. Data were collected through structured questionnaires distributed to digital MSME employees in the Denpasar City area. The research sample consisted of 100 employees selected using the proportional random sampling technique. Data analysis was performed using statistical methods, including descriptive analysis to summarize respondent characteristics, correlation analysis to examine relationships between variables, and multiple regression analysis to test the effect of work stress on work performance. Additionally, a moderation analysis was conducted to assess the role of leader support in moderating the impact of work stress on performance. The validity and reliability of the questionnaire were tested using Cronbach's Alpha and factor analysis to ensure consistency and accuracy of the measurement instruments. Hypothesis testing was carried out at a 95% confidence level ($\alpha = 0.05$) to determine the significance of the relationships among variables.The results showed that work stress had a negative effect on work performance, while leader support had a positive effect on work performance. Leader support was also shown to moderate the relationship between work stress and work performance. These findings provide important insights for digital MSME owners to understand the role of leader support in creating a healthy and productive work environment. This study is expected to provide practical recommendations for MSME managers to manage stress and improve employee well-being and business performance.

Keywords: denpasar city; digital UMKM; leader support; work performance; work stress

INTRODUCTION

The growth of the Micro, Small, and Medium Enterprises (MSMEs) sector in Indonesia, especially in Denpasar City, Bali, has shown rapid development, along with the increasing penetration of digital technology. In recent years, digital MSMEs have become a major driver of regional and national economic growth, making a major contribution to job creation, and opening up new business opportunities. Digital MSMEs, which utilize digital platforms and information technology in managing and promoting their products or services, have the potential to grow further by utilizing existing technological advances.

Based on data from the Bali Cooperatives and UMKM Service, the number of UMKM in Bali continues to experience a significant increase. In 2021, the number of UMKM in Bali was recorded at 412,265 units, while in 2022 it increased to 440,609 units, which means an increase of 28,344 UMKM or around 6.4 percent. This figure shows a positive trend indicating that more and more UMKM players are adapting to advances in digital technology to increase their competitiveness. Digitalization is one of the steps taken by UMKM to survive and thrive in an era that is highly dependent on technology.However, although the development of the digital MSME sector offers great opportunities, various challenges remain, one of which is the stress experienced by MSME actors, both business owners and employees. The stress faced by digital MSME workers is greatly influenced by various factors, such as the high level of competition in the market, the demand to always innovate and adapt to ever-evolving technology, and the pressure to meet increasingly high consumer expectations. This can cause prolonged stress, which can ultimately affect employee work performance.

In addition to these external factors, cultural factors also play an important role in the influence of stress on performance. In the context of Balinese culture which is still thick with patriarchal norms, there is an imbalance in the division of economic roles between men and women. Research on female entrepreneurs in Bali shows that they still face obstacles in terms of access and utilization of technology and difficulties in gaining a more dominant role in business ownership. This role imbalance, both in terms of gender and economy, has the potential to increase the burden of stress which can have an impact on work performance, both for female and male employees.

Given the importance of stress factors in influencing work performance, one aspect that needs to be considered is support from leaders or leader support. Leader support given to employees, whether in the form of emotional, instrumental, or informational support, has been shown to help employees cope with stress and increase their motivation and performance. Good leader support can create a more conducive work environment, reduce stress, and provide a sense of security for employees to develop and innovate. However, although many studies have shown the importance of leader support in dealing with work stress, there are still few studies that specifically examine the effect of stress on work performance by considering the moderating factor of leader support, especially in the context of digital MSMEs in Denpasar City. Therefore, this study aims to fill this research gap by studying the effect of stress on work performance and how leader support can moderate the relationship.

This study is expected to provide new insights for digital MSME owners in Denpasar City about the importance of the role of leader support in managing employee stress and improving their work performance. In addition, the findings of this study are expected to provide recommendations for better managerial policies and practices in managing human resources in digital MSMEs, so as to create better employee welfare and support sustainable business growth. With a better understanding of how stress affects performance and how leader support can help mitigate its impact, digital MSMEs in Denpasar City can be better prepared to face the challenges of this digital era. This research is also expected to provide a positive contribution to the development of digital MSMEs, increase their competitiveness, and provide a positive impact on the regional economy as a whole.

METHOD

The study is designed to analyze the relationship between variables at one time. Data were collected through structured questionnaires distributed to respondents and supported by secondary data from journals and related documents. The questionnaires consisted of multiple-

choice and Likert-scale questions designed to measure stress levels, work performance, and leader support. Additionally, interviews with selected MSME owners and employees were conducted to gain qualitative insights. This study was conducted in Denpasar City, Bali, for two months, focusing on digital MSMEs in the North, East, South, and West Denpasar areas. The purpose of this study was to analyze the effect of stress on work performance through the moderation of leader support in digital MSMEs. The variables analyzed include stress, work performance, and the role of leader support. The study population consists of digital MSMEs that use digital platforms in marketing and have at least one employee, with clear inclusion and exclusion criteria. The sampling technique used is proportional random sampling, with a sample of 100 respondents determined using the Slovin formula calculation from the digital MSME population in Denpasar City. Data analysis was conducted using statistical methods, including regression analysis, to test the relationship between variables.

RESULTS AND DISCUSSION

DescriptionRespondent Characteristics

The characteristics of respondents in this study include the profiles of 100 respondents who filled out the questionnaire, including field of work, position, length of service, last education, monthly income, gender, and marital status of digital MSME actors in Denpasar City.

Table 1.
Characteristics of Research Respondents

	Characteristics	Frequency	Percent	Valid Percent	Cumulative Percent
Field of Work	Tourist	32	32.0	32.0	32.0
	Health	17	17.0	17.0	49.0
	Service	20	20.0	20.0	69.0
	Finance	11	11.0	11.0	80.0
	Technology	9	9.0	9.0	89.0
	Education	9	9.0	9.0	98.0
	Art	2	2.0	2.0	100.0
Position	Apprenticeship	29	29.0	29.0	29.0
	Junior Staff	51	51.0	51.0	80.0
	Senior Staff	11	11.0	11.0	91.0
	Team Leader	5	5.0	5.0	96.0
	Department Specialist	3	3.0	3.0	99.0
	Executive	1	1.0	1.0	100.0
Length of working	<=12 months	38	38.0	38.0	38.0
	13-36 months	46	46.0	46.0	84.0
	37-72 months	13	13.0	13.0	97.0
	> 72 months	3	3.0	3.0	100.0
Education	SENIOR HIGH SCHOOL	20	20.0	20.0	20.0
	Diploma	63	63.0	63.0	83.0
	Master	14	14.0	14.0	97.0
	Bachelor	3	3.0	3.0	100.0
Income	< Rp. 1,000,000,-	29	29.0	29.0	29.0
	Rp. 1,000,000,- up to Rp. 5,000,000,-	63	63.0	63.0	92.0
	> Rp. 5,000,000,-	8	8.0	8.0	100.0
Gender	Woman	42	42.0	42.0	42.0
	Man	58	58.0	58.0	100.0
Marital Status	Single	77	77.0	77.0	77.0
	Marry	23	23.0	23.0	100.0

Table 1 shows the characteristics of the respondents in this study. The majority of respondents came from the tourism sector (32 people). The largest position was Junior Staff (51 people). The length of service of the respondents was divided into categories: <=12 months (38 people), 13-36 months (46 people), 37-72 months (13 people), and >72 months (3 people). The majority of respondents had a Diploma education (83 people). Income was divided into <Rp 1,000,000 (29 people), Rp 1,000,000 - Rp 5,000,000 (63 people), and >Rp 5,000,000 (8 people). Male respondents were more dominant with 58 people, while female respondents were 42 people. The marital status of the respondents was divided between unmarried (77 people) and married (23 people).

Model Analysis Using PLS-SEM

Data analysis in this study used the PLS-SEM method, which consists of two stages: evaluation of the reflective measurement model and evaluation of the structural model. Evaluation of the reflective measurement model includes testing the validity and reliability of indicators to measure the relationship between variables and their indicators, which include convergent validity, discriminant validity, and composite reliability. While the evaluation of the structural model aims to test the research hypothesis.

Evaluation of Reflective Measurement Model

Reflective measurement model evaluation measures the relationship between variables and their indicators, which are depicted by arrows from the construct (ellipse) to the indicator (box). This evaluation includes two stages: Convergent Validity and Discriminant Validity tests.

Stage 1: Convergent Validity Test aims to measure the suitability of the indicators with the theoretical concept of the variables. This test is evaluated through three stages: outer loadings, composite reliability, and Average Variance Extracted (AVE). Outer loadings indicate the correlation between indicators and latent variables, with a minimum accepted value of 0.4.

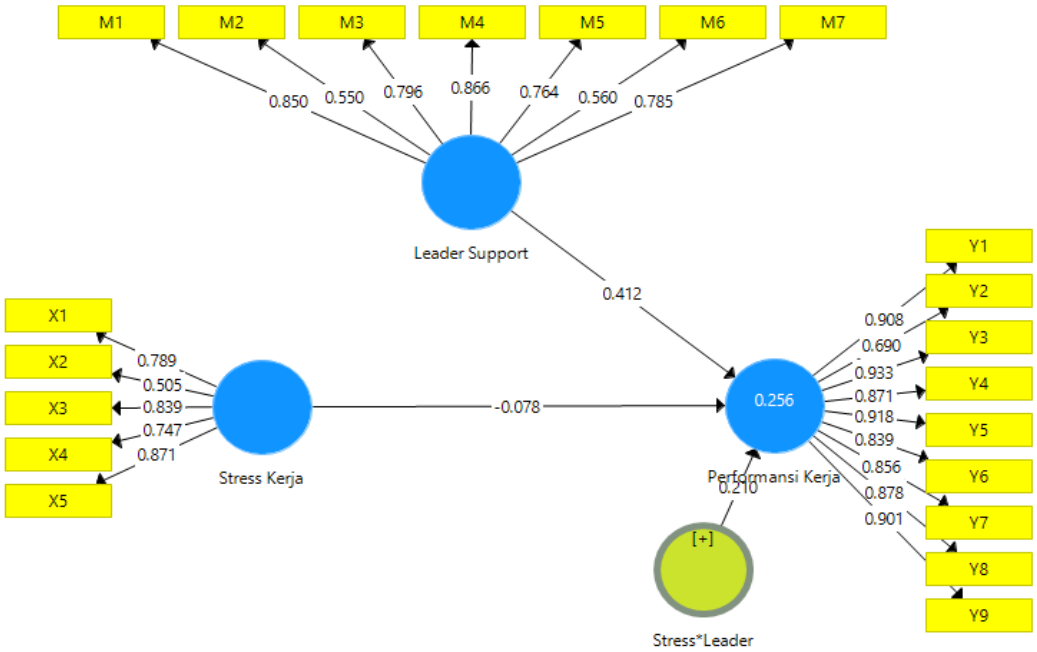

Figure 1. Output Path Diagram

Figure 1 shows the results of the estimation of the loading factor of each indicator that measures the construct, with all indicators having good validity (loading factor > 0.50). Therefore, the validity test with outer loadings has been met, and the measurement model is ready to be tested further. The results of the outer loadings estimation are also presented in Table 4.

Table 2. Outer Loading Model Estimation Results

Correlation of Indicators with Variables	Loading Factor	Information
M1 <- Leader Support	0.850	Valid
M2 <- Leader Support	0.550	Valid
M3 <- Leader Support	0.796	Valid
M4 <- Leader Support	0.866	Valid
M5 <- Leader Support	0.764	Valid
M6 <- Leader Support	0.560	Valid
M7 <- Leader Support	0.785	Valid
X1 <- Job Stress	0.789	Valid
X2 <- Job Stress	0.505	Valid
X3 <- Job Stress	0.839	Valid
X4 <- Job Stress	0.747	Valid
X5 <- Job Stress	0.871	Valid
Y1 <- Work Performance	0.908	Valid
Y2 <- Job Performance	0.690	Valid
Y3 <- Work Performance	0.933	Valid
Y4 <- Work Performance	0.871	Valid
Y5 <- Work Performance	0.918	Valid
Y6 <- Work Performance	0.839	Valid
Y7 <- Work Performance	0.856	Valid
Y8 <- Work Performance	0.878	Valid
Y9 <- Work Performance	0.901	Valid

The next examination of Convergent Validity is reliability, which measures the consistency of indicators in producing the same value repeatedly. Reliability is measured by composite reliability and AVE. A composite reliability value of more than 0.7 indicates a reliable construct. The composite reliability output from the PLS Algorithm Report SmartPLS is presented in Table 3.

Table 3.
Construct Reliability and Validity Test

Variables	Composite Reliability	Cronbach Alpha	Information
Leader Support	0.897	0.889	Reliable
Work Performance	0.965	0.960	Reliable
Job Stress	0.870	0.834	Reliable

From Table 3, the results of the composite reliability test show that all constructs are reliable, with values greater than 0.7. In addition, AVE is used to measure the variance of constructs based on their indicators. The minimum recommended AVE value is 0.50. The AVE output from the PLS Algorithm Report SmartPLS is presented in Table 4.

Table 4.
AVE Values

Variables	Average Variance Extracted (AVE)
Leader Support	0.560
Work Performance	0.755
Job Stress	0.580

From Table 4, the results of the AVE test show that all constructs have reliability that meets the requirements for further testing, because the AVE value is more than 0.50.

Stage 2: Discriminant Validity Test measures the ability of indicators to differentiate different constructs. This test is done by examining cross loading and comparing the correlation coefficient of the indicator to its associated construct with other constructs. The results of other discriminant validity tests using the Fornell-Lacker Criterion and cross loadings are shown in Table 5.

Table 5.
Cross Loading

	Leader Support	Work Performance	Job Stress
M1	0.850	0.427	0.522
M2	0.550	0.077	0.617
M3	0.796	0.319	0.635
M4	0.866	0.446	0.627
M5	0.764	0.239	0.659
M6	0.560	-0.029	0.634
M7	0.785	0.298	0.791
X1	0.735	0.223	0.789
X2	0.500	-0.018	0.505
X3	0.562	0.291	0.839
X4	0.653	0.276	0.747
X5	0.630	0.326	0.871
Y1	0.533	0.908	0.442
Y2	0.641	0.690	0.329
Y3	0.385	0.933	0.357
Y4	0.459	0.871	0.381
Y5	0.261	0.918	0.235
Y6	0.159	0.839	0.186
Y7	0.143	0.856	0.140
Y8	0.191	0.878	0.185
Y9	0.275	0.901	0.290

From Table 7, it can be seen that indicators M1-M7 have a higher correlation coefficient to the Leader Support construct (0.550 - 0.866) compared to other constructs, indicating that all indicators have good discriminant validity. Furthermore, a comparison of correlations between variables with √AVE was carried out to ensure that the model has good discriminant validity, with the results shown in Table 6 using the Fornell-Larcker Criterion.

Table 6.
Fornell-Larcker Criterion

	Leader Support	Work Performance	Job Stress	Stress*Leader
Leader Support	0.749*			
Work Performance	0.439	0.869*		
Job Stress	0.780	0.352	0.761*	
Stress*Leader	0.324	0.374	0.398	0.685*

Note: * indicates value$\sqrt{AVE}$
Source: Primary Data processed, 2024

Based on the Fornell-Larcker Criterion Table, the √AVE value for the Leader Support variable is 0.749, while the highest correlation with other variables is only 0.780. This shows that √AVE for Leader Support is greater than the correlation between variables, which also applies to other variables. Thus, the discriminant validity requirement with √AVE has been met.

Structural Model Evaluation

The evaluation of the structural model aims to test the influence between constructs and R Square. This model is evaluated using p-value to measure the significance of the structural path coefficient, as well as R Square to assess the influence of independent variables on dependent variables.

Stage 1. Evaluate the significance of the path relationship on the research hypothesis.

Stage 1 evaluates the significance of the path relationship using p-value with $\alpha = 5\%$. If p-value <0.05, H0 is rejected, which means there is an influence. Conversely, if p-value > 0.05, H0 is accepted, which means there is no influence. The results of the structural model evaluation can be seen in table 7 of the SmartPLS Bootstrapping Report.

Table 7.
Path Coefficients

Path Diagram	Path Coefficients	T Statistics	P Values
Leader Support -> Work Performance	0.412	2,758	0.006
Job Stress -> Job Performance	-0.078	0.494	0.621
Stress*Leader -> Work Performance	0.210	3.187	0.002

Step 2. Evaluation of R Square value

The R Square value is used to explain the influence of exogenous variables on endogenous variables. The R Square value is obtained from the PLS Algorithm Report SmartPLS and can be seen in table 8.

Table 8.
R Square Values

	R Square	R Square Adjusted
Work Performance	0.456	0.432

The R Square value for the Work Performance variable is 0.456, which means that the Leader Support and Work Stress variables explain 45.6% of the influence on Work Performance, while 54.4% is explained by other factors outside the model.

The Influence of Job Stress on Work Performance

Based on the results of the structural model evaluation in table 9, the H1 hypothesis which states that work stress has a negative effect on work performance produces a p-value of 0.621, which is greater than $\alpha = 0.05$. The path coefficient value of -0.078 indicates a negative relationship. Thus, the H1 hypothesis is rejected, meaning that there is no significant effect between work stress and work performance. This can be explained by several factors in the digital MSME sector in Denpasar City. Employees in digital MSMEs tend to have high work flexibility, which allows them to set their own work rhythm, so that stress does not directly reduce performance. In addition, a work culture based on creativity and innovation often views pressure as a motivating challenge. Strong social support from coworkers and business owners also helps employees manage stress well. Thus, work stress does not always have a negative impact on employee performance in this sector. Similar research, such as that conducted at PT. Kideco Jaya Agung (Yumna, 2023), shows that work stress does not always have a significant effect on employee performance.

H1: Work stress has a negative effect on work performance.

The Influence of Leader Support on Work Performance

Based on the results of the structural model evaluation in table 9, the H2 hypothesis which states that leader support has a positive effect on work performance produces a p-value of 0.006,

which is significant at α = 5%. The path coefficient value of 0.412 indicates a positive relationship. Thus, the H2 hypothesis is accepted, meaning that there is a significant positive effect between leader support and work performance. The role of leaders who provide emotional and professional support greatly influences the performance of digital MSME employees in Denpasar City. Previous research, such as that conducted by Handayani and Susanto (2023), shows that good leadership can increase employee work motivation, which has a direct impact on their performance. Transformational leadership has also been shown to have a close relationship with increased work performance (Prasetyo and Wijayanti, 2022). This finding is in line with leadership theory which states that supportive leaders can create a more positive work environment, reduce stress, and ultimately improve work performance.
H2: Leader Support has a positive effect on Work Performance

The Moderating Effect of Leader Support on the Relationship between Job Stress and Job Performance

Based on the results of the structural model evaluation in table 9, the hypothesis H3 which states that leader support moderates the relationship between work stress and work performance produces a p-value of 0.002, which is significant at α = 5%. The path coefficient value of 0.210 indicates a positive relationship direction. Thus, the hypothesis H3 is accepted, meaning that leader support has a significant moderating role in the relationship between work stress and work performance. Support from leaders can strengthen or weaken the negative effects of work stress on employee performance. These results are consistent with research conducted at PT. Teknoplast Tangerang (Hanidah, Deva, 2023), which found that work stress can have a negative effect on employee performance, but leader support can moderate the impact. In addition, research by Rudianto and Murniati (2019) also shows that social support can reduce the negative impact of work stress on employee performance. These findings indicate that leader and social support in the workplace are very important for managing work stress and maintaining optimal performance, especially in digital MSMEs in Denpasar City. Overall, these findings emphasize the important role of leader support in reducing the negative impacts of work stress and improving employee performance, especially in the digital MSME sector which is full of dynamic challenges. H3: Leader Support Moderation has an effect on the relationship between Work Stress and Work Performance.

CONCLUSION

Based on the discussion of the research results from the previous chapter on the variables, the following conclusions can be drawn: 1)Job stress has a negative effect on work performance. 2)Leader Supporthas a positive effect on work performance. 3)Leader support moderation influences the relationship between work stress and work performance.

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