

Influence of Leader Member Exchange and Role Conflict in Student Organization Performance With Stress as Intervening Variable (Study in HIMAMA, HIMA, and HIMIE FEB-UMY)

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Abstract

This Research aims to analyze the influence of Leader Member Exchange and Role Conflict toward Students organization performance. The result of this research will be very usefull for the concerned organization to allow and improve member organization performance in each concerned organization. The subject of this research is 3 Student Associations in Faculty of Economics and Business, Universitas Muhammadiyah Yogyakarta. Sampling Technique at this research is using a purposive sampling technique with collecting data by online questinnaire, researcher obtained 47 respondents. Analyzing data used path analysis with SPSS 16 as analytical tool. The results of this research show that LMX is significantly influence the Organization performance. But LMX is not significantly influence the stress. Role Conflict is significantly Influence the stress, but Role Conflict is not significantly influence Organization performance, and Stress is not significantly influence the Organization Performance, and the result also show that Stres is not mediating LMX with Organization Performance, and also Stres is not mediating Role Conflict with Organization Performance

Keyword: Leader Member Exchange, Role Conflict, Stress, and Students Organization Performance.

I. INTRODUCTION

Leaders in an organization have a very important role to determine and direct where the direction of the organization will move, therefore leaders need and are very important to coordinate and communicate and build relationships with each member.

The process of communication carried out by leaders to members of course does not necessarily run without any obstacles, these obstacles that create differences in the relationship between leaders and members with each other. Relationships or perceptions formed

between leaders and some members can be seen from the level of trust between the two and the interest and respect given by members to the leader. this connection or perception creation is called the Exchange Member Leader.

Differences in relationships that occur between leaders and each member will have an influence on the performance of each member, members who have a stronger relationship with the leader will know where and what direction is given by the leader, clear tasks and responsibilities, as well as understanding the tasks that given will have an impact on the

performance of the member, the work completed right and quickly, and the relationship and respect for the leader will be stronger

But not all relationships that are built by a leader will be a strong relationship, for members who have a relationship that is not too strong will be a separate constraint, the weak relationship between leaders and subordinates will cause a distortion of direction given to the subordinates, as well as feeling lack of trust in the leadership. With the weak relationship that occurs between leaders and members will create confusion about the tasks and responsibilities given to members, members will feel the work provided is unclear and does not know where the direction given by the leader. The lack of clarity and confusion of direction given by the leader will be one of the drivers of stress.

According to Robbins (2015) , Exchange Member Leaders can be defined as "The creation by the leader of in-group and out-group; subordinate with in will status group higher performance ratings, less turnover, and greater job satisfaction. In this case Robbins concludes that the existence of LMX will increase the performance of high members without better turnover and satisfaction. The researcher assumes that the higher and better LMX formed by leaders towards subordinates will also increase the organizational performance of members in the organization. so the researcher assumes that LMX has a positive influence on member performance in organization

The phenomenon that occurs in the world of student organizations is that there is an influence of Leader Member Exchange on the level of stress experienced by members in Student organizations, LMX is a perception of trust relationships that are formed and occur between superiors and their subordinates, researchers see on the field that there is a relationship between perception with the level of stress that occurs in subordinates, the stronger the perception of the relationship that was successfully created by a boss will reduce the

level of stress that occurs in subordinates, this occurs because of a strong relationship due to the emergence of a sense of trust, respect, and the loyalty of subordinates to their superiors. So that the existence of a strong relationship will reduce feelings of stress because members have direction and trust in what their superiors say and do.

Another problem of researchers is the emergence of the role of conflict that occurs in most members in the organization concerned. Because basically every member in the organization is a student, there will appear role conflicts that occur in each member, pressure and work from the organization that continuously encourages members to give full attention to the tasks given but on the other hand compulsory academic activities also require each individual to give full attention too, and various other activities that make individuals have more than one role to play.

Previous research was related to the influence of LMX on performance performed by Donny Sutanto Tan and Eko Harry Susanto (2017), Nuzulul Kusuma Putri and Thinni Nurul R. (2012), and James P. Burton, Chris J. Sablynski, and Tomoki Sekiguchi (2008), said that LMX had a positive effect on Performance.

Previous research was related to the influence of role conflict on stress conducted by Kristin Juwita and Devy Arintika (2018), Trisna Dewi Burhanuddin, Herman Sjahruddin, and Abd. Mansyur Mus (2018), and Desi Wulandari and Retno Dwiyanti (2014), the results say that Role Conflict has a positive effect on Stress.

Previous research was related to the influence of role conflict on performance performed by Tamauka Marsello Giovanni, Cristoffel Kojo, and Viktor P.K. Lengkong (2015), Rifki Patria (2016), Ida Ayu Widyaningrum, Yonatan Pongtuluran, and Irsan Tricahyadinata (2013), Trisna Dewi Burhanuddin, Herman Sjahruddin, and Abd. Mansyur Mus (2018), Eko Yulianawan (2012), and

Muallifah and Astuty (2016), the result that Role Conflict negatively affects Performance.

Previous research was related to the influence of stress on the performance carried out by Tamauka Marsello Giovanni, Cristoffel Kojo, and Viktor P.K. Lengkong (2015), Ida Ayu Widyaningrum, Yonatan Pongtuluran, and Irsan Tricahyadinata (2013), Trisna Dewi Burhanuddin, Herman Sjahruddin, and Abd. Mansyur Mus (2018), and Eko Yuliawan (2012), the result that Stress has a significant negative effect on Performance.

The difference between this research and previous research is that researchers include stress variables that affect the LMX relationship to performance. In the view of researchers, LMX has an influence on work stress based on the experience experienced by researchers in student organizations.

Based on the above phenomena, the problems can be formulated as follows: 1) Are there LMX influences on the performance of Individuals in Organizing ?; 2) Is there an effect of Role Conflict on Individual performance in Organizing ?; 3) Are there LMX influences on individual stress in the organization ?; 4) Is there an effect of Role Conflict on individual Stress in the Organization ?; 5) Is there an influence on the level of stress of individuals on individual performance in organization?

The purpose of this study is to analyze: 1) LMX's influence on individual performance in organization; 2) Effect of Role Conflict on Individual performance in Organizing; 3) Effect of LMX influence on individual stress in organizations; 4) Effects of Role Conflict on Individual Stress in Organizations; 5) Effect of the influence of the Stress Level of Individuals on Individual performance in Organizing.

2. LITERATURE REVIEW

2.1. Performance.

According to Rivai (2004) is a real behavior that is displayed by everyone as work performance produced by employees in

accordance with their role in the company. According to Mangkunegara (2013) performance (work performance) is the work of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Priansa (2014) performance is the result of work achieved in carrying out the tasks and jobs that come from the organization. From some of the definitions, it can be said that performance is the result achieved by an employee in carrying out work assigned to him in the organization.

To measure employee performance according to Rivai (2004) is seen from Work Ability, Work Quality, Work Creativity, Work Discipline, Honesty Level, Attitude, Loyalty to Work, Motivation, Compensation, Work Environment, and Salary.

2.2. Exchange Member Leader

According to Yukl (2004) In Anggreani (2013) the rationale of LMX theory is that leaders develop superior-subordinate relationships that are different from each subordinate, from this theory it can be concluded that under LMX requires every boss to be able to adapt, develop, and establish good relations with subordinates to create a strong trust between the two.

According to Robbins (2015), the Member Exchange Leader (LMX) can be defined as, "The creation by the leader of in-group and out-group; subordinate with in will status group higher performance ratings, less turnover, and greater job satisfaction. In this case the robbin's concludes that with the exchange / change of leaders it will create high member performance without better turnover and satisfaction.

Several dimensions that exist in LMX according to Wibowo (2013) include: respect, trust, and bonds. These three dimensions will create a strong relationship between leaders and subordinates arising from LMX.

2.3. Conflict.

According to Robbins (2015) Conflict is divided into two characteristics of conflict, namely functional conflicts and dysfunctional conflicts. Functional conflict is a constructive conflict within an organization, functional conflict denies and breaks the notion that

conflict is negative and destructive in an organization. Functional conflict is a conflict that one time is consciously created by the leader of the organization with the aim of improving performance, cooperation, and problem solving skills in the organization.

Task conflict is a conflict that occurs because of the negative perception of the content and the purpose of the work done, relationship conflict is a conflict that occurs in the interpersonal sphere where this conflict occurs because of a problem or issue that occurs in 2 or more individuals in the organization caused by the existence of malfunction, dissent, and miss communication between individuals. Process conflict is a conflict that occurs during the work or task process completed. The increasing number of obstacles and obstacles during the settlement process will lead to conflicts experienced by one or more individuals.

According to Wolfe & Snoko (1962) in Lidya Agustina (2009) said role conflict arises because of the existence of two different "orders" that are simultaneously accepted and the implementation of just one command will result in the neglect of the other commands.

According to Jehn (1995) in Nugraha Agung there are 7 dimensions of role conflict which include: type of task (task type), non-conflict norms (conflict norms), satisfaction with the group (satisfaction with the group), liking, desire to stay in groups (intent to remain, goal similarity), and conflict resolution (conflict resolution)

2.4. Stressful.

Stress is a condition that is usually experienced by every individual, stress comes from the pressure that comes from outside the human self and from within the individual, but almost most of the stress occurs because of influence from outside the individual, stress can arise from the existence of conflict and frustration the individual who is realized becomes an emotion can even take the form of action if the stress cannot be controlled by the individual himself, "Stress is an unpleasant thing and makes the person feel uncomfortable, confused, irritable, increased blood pressure, faster heart rate, digestive disorders, etc. (Mulyadi, 2015).

Stress will have an impact on the individual's feelings in doing a job, but not always stress will have a negative impact on work, sometimes leaders will put pressure on subordinates to work optimally and the pressure will give a feeling of stress and spur members to work more than ability usually, leaders consciously and deliberately provide this feeling of stress to encourage the performance of members who began to decline caused by the existence of repetitive work carried out continuously. So that with this pressure, it is expected that the performance of subordinates who begin to decline will again increase along with the increasing amount of pressure given.

2.5. The effect of Leader Member Exchange on Individual Stress.

The phenomenon that occurs in the world of student organizations is the influence of Leader Member Exchange on the level of stress experienced by members in Student organizations, LMX is a perception of trust relationships that are formed and occur between superiors and their subordinates, researchers see on the field that there is a relationship between perception with the level of stress that occurs in subordinates, the stronger the perception of the relationship that was successfully created by a boss will reduce the level of stress that occurs in subordinates, this occurs because of a strong relationship due to the emergence of a sense of trust, respect, and loyalty owned by subordinates to their superiors. So that the existence of a strong relationship will reduce feelings of stress because members have direction and trust in what their superiors say and do.

Based on the description above, the hypothesis can be formulated that there is a negative influence between LMX on individual stress that occurs in members of student organizations.

2.6. The effect of Leader Member Exchange on Student Organizational Performance

The existence of a good relationship that is formed between superiors and subordinates, will further reduce the obscurity of tasks, directing goals, and increase the sense of trust and respect between superiors and subordinates.

The researcher assumes that the higher and better LMX formed by leaders towards subordinates will also increase the organizational performance of members in the organization. so the researcher assumes that LMX has a positive influence on member performance in organization.

Previous research was conducted by Donny and Eko (2017) and Nuzulul and Thinni (2012) and James and Tomoki, the results showed that LMX had positive effects on Employee Performance.

Based on the description above, the hypothesis can be formulated that there is a negative influence between LMX on individual stress that occurs in members of student organizations.

2.7. The Effect of Conflict on Stress.

According to Wolfe & Snoke (1962) in Lidya Agustina (2009) said role conflict arises because of the existence of two different "orders" that are simultaneously accepted and the implementation of one command will result in the neglect of the other commands. The increasing role that requires the same attention by members will be the higher the stress experienced by members of the organization.

Previous research conducted by Kristin Juwita and Devy Arintika (2018), Trisna et al (2018), and Desi Wulandari and Retno Dwiyantri (2014), the result that Role Conflict has a positive effect on stress.

Based on the description above, the hypothesis can be formulated that there is positive influence between Conflict over individual stress that occurs to members of student organizations.

2.8. The Effect of Role Conflict on Organizational Performance

The more roles that members have to play, the more things will require equal attention so that members are assumed to prioritize one role and ignore the other roles, so that this can reduce member performance in one role.

Previous research conducted by Tamauka et al. (2015), Rifki Patria (2016), Ida Ayu et al. (2013), Trisna Dewi et al. (2018), Eko Yuliawan (2012), and Muallifah and Astuty (2016), the result that Role Conflict negatively affects Performance.

Based on the description above, the hypothesis can be formulated that there is a negative influence between role conflict on performance.

2.9. The Effect of Stress on Organizational Performance

Stress is an internal experience that creates a physical and psychological imbalance in a person as a result of external environmental factors, organizations or other people. According to Robbins (2015) said that stress is an unpleasant psychological process that occurs in response to environmental stresses.

The stress experienced by members of the organization will have an impact on the decline in member performance in the organization. Stress experienced by members due to pressure from the many roles that members must play and bad relationships between superiors and subordinates will give influence that will reduce the performance of members in the organization.

Previous research conducted by Tamauka Marsello Giovanni, Cristoffel Kojo, and Viktor P.K. Lengkong (2015), Ida Ayu Widyaningrum, Yonatan Pongtuluran, and Irsan Tricahyadinata (2013), Trisna Dewi Burhanuddin, Herman Sjahrudin, and Abd. Mansyur Mus (2018), and Eko Yuliawan (2012), the result that Stress has a significant negative effect on Performance.

3. RESEARCH METHOD

3.1. Research Approach

The research approach used by researchers in this study is a quantitative approach. Because the data needed by researchers to analyze the influence between variables using numerical data, through a questionnaire tool, the data taken from respondents will be quantified into numerical data.

3.2. Objects, Research Subjects and sampling techniques

The object in this research is Muhammadiyah University of Yogyakarta with the address Jl. Brawijaya Tamantirto Kasihan Bantul Yogyakarta. The subjects in this study were all members of the Structural Student Affairs Faculty of Economics and Business, University of Muhammadiyah Yogyakarta, which included 3 institutions namely: HIMAMA

FEB-UMY, HIMA FEB-UMY, HIMEP FEB-UMY. The sampling technique used was purposive sampling, namely the criteria of the sample were structural members and had undergone 1 year of management. The number of samples in this study were 81 people.

3.3. Operational Definition of Variables.

Table 1. Operational Definition of Variables

Variable	Indicator
Member Exchange Leader is a perception of the quality of leadership relationships created by leaders to some members, this perception can be seen from the level of trust, interest, and respect given by members to leaders.	<ol style="list-style-type: none"> 1. Respect 2. Contribution 3. Affect (Affect) 4. Loyalty (Loyalty)
Role conflict is a condition in which individuals play two or more different roles where those roles require the same attention and priority but individuals can only run one and ignore the other.	<ol style="list-style-type: none"> 1. Working in two or more groups that do it differently. 2. Ignore rules and policies 3. Asked to do several conflicting jobs 4. Doing things that cannot be accepted by others 5. Do things that don't have to be done as usual 6. Material and resource support 7. Support of human resources
Performance is an achievement and the results of actions or processes carried out by an individual on the tasks and responsibilities implemented, Performance is also a benchmark of how much an individual contributes to a job	<ol style="list-style-type: none"> 1. Ability to work 2. Quality of Work 3. Work Creativity 4. Work Discipline 5. Honesty level 6. attitude 7. Loyalty to work 8. Motivation 9. Compensation 10. Work Environment 11. Salary
Stress is a pressure that comes from outside the individual, stress creates feelings of anxiety, discomfort, even depression that is beyond the control of the individual, stress is not always negative, in some cases stress is deliberately created to stimulate and increase performance and move individuals to act harder and better	<ol style="list-style-type: none"> 1. Workload 2. Pressure / Time Pressure 3. Authority / responsibility 4. Unhealthy working conditions 5. Inadequate work equipment 6. Rewarding too low 7. Differences in values towards individuals 8. Unjust and fair treatment.

3.4. Instrument Quality Test.

In testing the instrument the instrument will be tested using the Construct Validity test and declared valid if it meets the specified criteria, according to Masrun, 1979, in Sugiono (2015) stated that "items that have a positive correlation with the criteria (Total Score) and high correlation indicate that the item it has high validity too. The minimum requirement to be considered eligible is If $r = 0.3$ "so if the correlation between items with a total score of less than 0.3 then the items in the instrument can be declared invalid.

Reliability test using Cronbach Alpha statistical test, then the instrument can be tested with criteria, if the variable test results provide alpha cronbach value > 0.60 then the variable will be declared Reliable. (Sekaran, 2001).

3.5. Data Analysis .

In this study the data analysis technique used is path analysis. The steps in analyzing data with Path Analysis are: building a research model, building path diagrams, making regression equations, testing the influence between variables using the Multiple Linear Regression test, and comparing direct and indirect effects between variables.

4. DATA ANALYSIS AND DISCUSSION

4.1. Research Process.

Instrument distribution mechanisms by researchers are conducted online, with the support of information technology in the form of Google's online application. Form researchers compile pre-defined questionnaire questions, and disseminate them through existing groups in the third Social Media Association. Time inside this questionnaire distribution takes 1 month from December 14, 2018 and closes on January 14, 2018 with the results of the dissemination as follows.

Table 2. Data on Questionnaire Collection

Information	Total
Targeted questionnaire	81
Questionnaire processed	47

Percentage of Questionnaires returned	58 %
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Based on table 2, the number of responses obtained by researchers amounted to 47 out of 81 target responses set by researchers so that this study only received responses only half of the total questionnaire targeted.

4.2. Description of Characteristics of Respondents.

Table 3. Characteristics of Respondents

Classification	Information	Total Respondents	(%)
Gender	Man	19	40%
	Woman	28	60%
	Total	47	100%
Length of Management	> 1 Year of Management	47	100%
	<1 Year of Management	0	0%
	Total	47	100%
Origin of the set	HIMAMA	45	96%
	HIMA	2	4%
	HIMIE	0	0%
	Total	47	100%

Based on table 3 describes the characteristics of respondents in the actual field, on the sex characteristics of the respondents with male gender as many as 19 people or 40% of the total respondents, this number is less than the female respondents who reached 29 people or 60% of total respondents, so the number of female respondents is more than male respondents.

4.5. Descriptive Analysis.

Based on the descriptive analysis carried out, the results of each variable are shown in the following tables.

Table 4. Descriptive Analysis of LMX

Item	Mean	SD.
I was very impressed with the knowledge of my supervisor about his work.	3,81	0,92
I admire the professional skills of my boss.	3,94	0,93
I respect the knowledge of my supervisor and his competence at work	4,30	0,62
My boss will defend me if someone "attacks" me.	3,62	0,95
My boss maintains (Defends) my work, towards someone who is taller even though my boss lacks knowledge about the problem.	3,34	0,94
My boss will defend me against other parties in the organization if I make an honest mistake.	3,68	0,66
My boss has a lot of humor.	3,91	1,07
My boss is among those who will be liked as friends.	3,72	0,95
I am willing to make extra efforts beyond what is required to fulfill the work goals that my boss wants.	3,51	0,74
I don't mind working very hard for my boss.	3,45	0,91
I am willing to work for my boss beyond what is requested in my job description.	3,73	0,83
Total average	3,73	

Based on table 4 it is known that respondents gave an assessment of the LMX variable. LMX variable shows an average number of 3.73, this shows that LMX that occurs in the subject field is quite high. The lowest score is on the item that reads the boss will defend the work of members from other people who have a higher position even though the boss lacks knowledge of the problem with an item score of 3.34, and the highest item score is at items that read members highly respect the knowledge and competence of superiors in organizing with a score of 4.30.

Table 5. Descriptive Analysis of Role Conflicts

Item	Mean	SD.
I do tasks that are must be done outside my habits in completing assignment	3,55	0,75

I need to break the rules or policy to be able to carry out an assignment	2,55	1,00
I received assignments from two or more bosses.	3,09	0,78
I received assignments of more than 1 boss.	3,15	0,81
I did the assignment. It may be rejected by others because of insufficient knowledge about the work done.	3,38	0,95
I do work the truth is in my opinion no need.	2,89	0,94
In carrying out activities, I am work with two or more work teams with different ways of working.	3,68	0,96
I accept assignments without adequate human resources support? For example, members who are less competent / difficult to work together.	3,23	1,24
I received assignments without sufficient resources such as electronic equipment, transportation, etc. to carry out my duties.	3,15	1,23
Average	2,96	

Based on table 5 it is known that the respondents gave an assessment of the Role Conflict variable. Variable Role Conflict shows an average number of 2.96, if referring to the interval table, the role conflict that occurs in the subject field is fairly moderate. The lowest score is located on an item that reads the member will violate a rule to work on a task with an item score of 2.55, and the highest item score is on an item that says the member feels that he or she does not need a score of 3.89.

Tabel 6. Analisis Deskriptif Stres

Item	Mean	SD.
The workload faced exceeds my work ability, whereas the job must be finished quickly.	3,34	0,79
The work that I faced surpassed the amount of work time for students in general, so that frustrating me.	3,02	0,97
Authority or responsibility not well explained, make I feel depressed	3,28	1,10

Item	Mean	SD.
Conflict between leaders and members often happens, but it can finished well	3,28	0,99
Unhealthy situation or situation of work causing the relationship between me and other members to be bad.	2,89	0,99
Work equipment such as Printers, Computers, etc. are inadequate can hinder my work, so it's hard to finish the job right	2,94	1,04
Reward in the form of Appreciation too low cause I am less motivated, so that I and many other Members are complain.	3,00	0,75
Appraisal of supervisors towards members caused me difficulties in carrying out organizational work.	2,55	1,12
Average	3,06	

Based on table 6 it is known that respondents gave an assessment of the variable stress. Stress variable shows an average number of 3.06, this shows that stress that occurs in the subject in the field is moderate, with the lowest score that is located on items that say members are not treated well by superiors so members feel uncomfortable to work with a score of 2.55, and the highest item score is on the item that reads The workload faced by Members exceeds the work ability of members, while the work must be quickly completed with a score of 3.89.

Table 7. Descriptive Performance Analysis

Item	Mean	SD.
The quality of my work is good, because it is always equipped with internal organization training on an ongoing basis.	3,53	0,75
The quality of my work is very good, so I can be trusted by my supervisor in carrying out a job.	3,72	0,74
My creativity supports in completing the organizational tasks given to me, so as to motivate other members.	3,53	0,65

I always discipline to come and go home on time in attending organizational activities, so that I have never been sanctioned.	3,34	0,89
I have never lied in completing my organizational tasks, so my boss always believes in the results of my work	3,79	0,78
The organizational tasks given by my supervisors are always well done, so the organizational tasks can be done properly.	3,79	0,59
I can be held accountable for my loyalty to the organization, because every boss construction I always work on.	3,87	0,92
My boss always treats members well so that members are motivated in completing organizational tasks.	3,77	0,87
Appreciation given by the organization to members of the organization in accordance with the tasks assigned.	3,53	0,95
A good organizational environment supports my work, so the organizational tasks given to me can be completed on time.	3,72	0,95
Appreciation given by the organization to members in accordance with contributions given by members	3,64	0,99
Average	3,65	

Based on table 7 it can be seen that the respondent's answer related to performance shows an average number of 3.65, this shows that the performance of the student association is high. The lowest score is on an item that says members are always disciplined to come and go home in time to attend each organization's activities, so members are never sanctioned with an item score of 3.34, and the highest item score on the item loyalty to the organization is accountable good, because each boss's instructions are always members doing with a score of 3.87.

4.6. Quantitative Analysis.

4.6.1. Multiple Linear Regression Phase 1.

Table 6. Stage 1 Regression Analysis

Model	Standardized Coefficient	t.	Sig.
	Beta		
(Constant)		2.283	.027
<i>Leader Member Exchange</i>	-.150	-1.069	.291
<i>Role Conflict</i>	.350	2.495	.016

Based on the results of testing the Standardized Coefficient (beta) value for LMX of -0.150 and the significance value of 0.291 > 0.05 (P Value) which means H1 is rejected or the hypothesis states that there is no effect of the relationship between variable X to variable Y. Hypothesis on Role Conflict variable on Stress, standardized coefficient (beta) for Role Conflict is 0.350 and significance value is 0.016 < 0.05 (P Value) which means the hypothesis that there is a positive relationship between Role Conflict and received Stress.

4.6.2. Phase 2 Multiple Linear Regression.

Table 6. Stage 2 Regression Analysis

Model	Standardized Coefficient	t.	Sig.
	Beta		
(Constant)		1.621	.112
<i>Leader Member Exchange</i>	.719	6.852	.000
<i>Role Conflict</i>	.043	.385	.702
Stres	-.077	-.692	.493

Based on the test results, the Standardized Coefficient (beta) value for LMX is 0.719 and the significance value is 0.000 < 0.05 (P Value) which means the hypothesis which states that there is a positive relationship between Member Exchange Leaders and Performance directly accepted.

While the results of hypothesis testing on Role Conflict variables on Performance, found the value of Standardized Coefficient (beta) for Role Conflict amounted to 0.043 and a significance value of 0.702 > 0.05 (P Value) which means the

hypothesis is rejected or the hypothesis states that there is no relationship between conplex variables the role of performance variables.

While the results of hypothesis testing on stress variables on performance, Standardized Coefficient found for Stress of -0.077 and a significance value of 0.493 > 0.05 (P Value) which means H1 is rejected or the hypothesis states that there is no relationship between stress variables towards performance variables.

4.6.3. Path Analysis.

Based on the standardized coefficient (beta) value of the regression test results that the LMX standardized coefficient (beta) is directly 0.719 (P1), while the LMX standardized coefficient (beta) is indirectly found through the multiplication of the independent standardized variable coefficient and mediation variables, the calculation as follows:
 $P2 = \text{Standarized Coefficient (beta) LMX is not directly} \times \text{Standarized Coefficient (beta) Stress}$
 $P2 = 0,150 \times 0,077$
 $P2 = 0.012$

Based on the results of the multiplication above it was found that the Standarized Coefficient value was not directly LMX of 0.012 (P2), from the comparison between direct and indirect effects it was found that $P1 > P2$, this means that the direct effect of LMX is greater than the indirect effect of LMX, this can concluded that stress variables do not mediate LMX on performance.

Whereas in the Role Conflict Variable, the results of the Standardized Coefficient (beta) Role Conflict were obtained directly by 0.043 (P3), while the Standardized Coefficient (beta) Role Conflict did not directly do the same multiplication as the previous variable using the following calculations:

$P4 = \text{Standarized Coefficient (beta) Role Conflict is not directly} \times \text{Standarized Coefficient (beta) Stress}$
 $P4 = 0.350 \times 0.077$
 $P4 = 0.027$

Based on the above calculation, the value for Standarized Coefficient (Beta) role conflict is

0.027 (P4), from this comparison it can be seen that $P3 > P4$, or direct influence is greater than the indirect effect, it can be concluded that stress does not mediate the Role Conflict variable on Performance.

4.7 Discussion.

4.7.1. Effect of Member Exchange Leaders on stress.

Based on the results of the research hypothesis testing, it is stated that the Exchange Member Leader has no negative influence on stress, this is evidenced by the significance value that is greater than the standard p value = 0.05. Based on the results of this test, the hypothesis that states LMX has a negative effect on stress is rejected.

This is supported by the data collected in the field, which obtained information that the researchers concluded that there is indeed no negative relationship between LMX to stress, previous researchers assumed that the presence of LMX will have a negative impact on stress experienced by members, with higher LMX will decrease member stress level, or vice versa. But based on the reality in the field, it turns out that what the researcher has assumed is not in accordance with the field. The facts in the field state that with LMX height does not always reduce the level of stress experienced by members, this is due to the intentions of the leaders to carry out stress space creation itself within the organization, this is intentionally carried out by the leadership with specific goals and objectives. The purpose is to arouse, and awaken the members to find and create solutions for every problem that exists, the purpose of this deliberation is to encourage problems that have their own urgency, and the necessity for members to solve problems will spur and train the abilities of each member in solving problems, so that in the future members face problems that are almost the same or resemble those problems and hinder the performance of

the members, then the members will be ready and know what things they should do. Although LMX has no negative influence on stress, LMX has a positive relationship to performance, this is proven by the results of testing hypotheses that show a smaller significance value than the value of $p = 0.05$ and the standardized coefficient which shows a number of 0.719 or 72%, which means there is a positive relationship between LMX on member organization performance.

This study is in line with the research conducted by Sutanto & Susanto, 2017; Putri & Nurul, 2012; and Burton, Sablynsky, & Sekiguchi, 2008. which states that LMX has a positive relationship to employee performance, this is also supported based on the data that researchers successfully collected in the field, where most respondents stated that LMX or good relations between leaders and members will improve their performance.

4.7.2. Effect of Exchange Member Leaders on Performance.

Although LMX is declared not to have a negative effect on stress, LMX is stated to have a positive relationship to performance, this is evidenced by the results of hypothesis testing which shows a significance value that is smaller than the value of $p = 0.05$ and the standardized coefficient value which shows 0.719 or 72%, which means there is a positive relationship between LMX on member organization performance.

This is in line with the research conducted by Sutanto & Susanto, 2017; Putri & Nurul, 2012; and Burton, Sablynsky, & Sekiguchi, 2008. which states that LMX has a positive relationship to employee performance, this is also supported based on the data that researchers successfully collected in the field, where most respondents stated that LMX or good relations between leaders and members will improve their performance.

This assumption is reinforced by the facts in the field which say that leaders are not leaders who have ambitions or dictatorships, but leaders they know on the ground are leaders who always

work together, guide, and direct them well, clarity of direction and personal communication by superiors towards members triggering the performance of members because they know where the direction and purpose they want, and the protection provided by the leader, as well as joint problem solving carried out by leaders and members further strengthens relations between superiors and members.

4.7.3. Effect of role conflict on stress.

Testing the hypothesis about Role Conflict on Stress also shows a smaller significance value compared with p value = 0.05 and Standardized Coefficient value which shows the relationship number is 0.350 or 35%. This can be interpreted that role conflict has a positive relationship to stress. This result is in line with the research conducted by Juwita & Arintika, 2018; Burhanuddin, Sjahruddin, Mahsyur, 2018; and Wulandari & Dwiyantri, 2014. Which states that role conflict has a positive effect on stress.

This assumption is also reinforced by the information gathered by researchers in the field where role conflict or condition where a member must have more than 1 responsibility at the same time and requires the same handling is something that is often encountered by members, both because of the organization more as well as from the world of recovery itself. With the existence of two interests that share the same interests and handling, many of the members feel stressed and stressed about this.

4.7.3. Effects of role conflict on performance.

Role conflict does not affect the performance of members, this is evidenced from the results of hypothesis testing which shows a greater significance value than the value of $p = 0.05$ and the Standardized Coefficient value which shows the relationship number of 0.043 or 4%. This means that there is no negative influence between role conflict and performance.

The results of this test are in line with previous research conducted by Poerwati & Oktaviani, 2017; which states that role conflict does not have a negative influence on performance. This

is also supported by data in the field where many of the members experience the condition, but they do not feel any influence on their performance, this is caused by although many members have multiple organizations but they can delegate that responsibility to others who can replace it. , organizational systems that are flexible and based on a sense of family, so that they can help each other in terms of responsibility and handling.

4.7.4. Effects of Stress on Performance.

The results of testing the Stress hypothesis for performance, indicated a greater significance value than the value of $p = 0.05$ and the Standardized Coefficient value showed the relationship number was 0.077 or 8%, this indicates that stress does not have a negative influence on performance.

This is in line with previous research conducted by Siti Nurhaendar, 2007; and Hunter & Thatcher, 2007; which states that work stress does not have a negative influence on performance. This assumption is also reinforced by the fact that the field that causes this to happen according to several respondents is because they are able to overcome the sense of pressure or stress they experience, supported by the flexibility of the organization, most respondents will do Self-Time to reduce their sense of pressure feel it. In addition, according to several respondents, it was also recognized that the stress they felt did not originate from the work and responsibilities they held, but the stress they felt was more likely to occur because of differences of opinion and conflicts that occurred between some members so that the problems that occurred in member did increase stress experienced, but does not make members leave and ignore the responsibilities given, which causes why high stress levels do not reduce performance on members.

5. CONCLUSION

Based on the results of the research and discussion can be concluded as follows :
Leader Member exchange have a positive influence on the organizational performance of students in the Department of Student

Association, its mean the the leader have positive influence for guide and direct member in carrying out the work, in Role Conflict does not have a negative influence on the organizational performance of student members of the Department of Student Association, its could be happen cause almost all of member who have ore than 1 organization, will withdraw themself for the other organization, and the flexibility of the organization make the possible to assign the task to other member who have more free time.

In other side Leader Member Exchange do not have a negative influence on the stress experienced by students of the Department Student Association Members. It because LMX height does not always reduce the level of stress experienced by members, this is due to the intentions of the leaders to carry out stress space creation itself within the organization, this is intentionally carried out by the leadership with specific goals and objectives.

Meanwhile Role Conflict has a positive influence on stress experienced by students in the Department of Student Association. Its mean the researcher assumption is approved. But in other line Stress does not have a negative influence on the performance of organization members of the Department of Student Association. In result of Path analysis show that Stress cannot mediate the influence of Exchange member Leaders on Organizing Performance of members of the Department Student Association And Stress cannot mediate the influence of Conflict Roles on Performance Organizing student members of the Department of Student Association.

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