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The Influence of Mental Health and Leadership Style on Employee Performance at PT Tri Adi Bersama Branch Office, Tangerang Regency

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ABSTRACT

Research purposes This is For know influence *Mental Health* and Leadership Style on Performance Employees at the PT Tri Adi Bersama Tangerang Regency Branch Office are good in a way partial and simultaneous. Research method This use method descriptive quantitative, engineering data collection with use questionnaire. The population is 70 employees. There are influence *Mental Health* have significant influence to Employee Performance variables. There are the influence of leadership style have significant influence to Employee Performance variables. There are significant influence between The Impact *of Mental Health* and Leadership Style on Employee Performance. from mark F_{count} as big as 302.318 > 2.45, with level significance of 0.000 < 0.05, then it is said *Mental Health* and Leadership Style have an influence on Employee Performance.

INTRODUCTION

If without set goals and targets in measurement, then performance somebody or performance organization No Possible can known when No There is reject measuring success (Moeheriono , 2014:95). Employees is asset for company That alone . So, to reach objective organization something company, required attention more Serious to his assets with consider ability *soft skills* and *hard skills* employee That own. have Spirit work , easy give up , difficulty in carry out his work and not can reach objective organization optimally.

Mental health has understanding condition Where development physical , intellectual and emotional self somebody grow, develop and mature in life , accept not quite enough answer , find adjustment , maintenance rule social and action in culture (Fakhriyani , 2019). The problems that cause mental health psychosis in place Work among other things caused by stress . Stress often occurs in the environment work , including : 1) Disappointment on not enough guaranteed welfare , in matter this , honorarium or wages as well as allowances received No

sufficient For need everyday . 2) Conflict in the workplace Work with personnel others . 3) Not appropriate with passion and ability himself 4) Competition or unfair competition healthy . 5) Excessive workload heavy, especially No comparable with the honorarium paid 6) Environment lack of work conducive, for example too noisy, dirty, stuffy, ventilation less than ideal air 7) Less rest time 8) Less holidays If compared to with routine overwork solid 9) Absence of communication open between employee.

Table 1. *Review Performance* PT Tri Adi Bersama Tangerang Regency

No	Rated aspect	Target	Year			
			2019	2020	2021	2022
1	**Work result**					
	1. Quantity of Work Results	100%	75%	55%	40%	40%
	2. Quality of Work Results	100%	70%	60%	45%	40%
2	**Attitude Work**					
	1. Cleanliness and Tidiness	100%	80%	75%	65%	60%
	2. Discipline	100%	75%	60%	70%	65%
	3. Mastery of the Job	100%	70%	80%	60%	60%
	4. Integrity and Ability trusted	100%	85%	55%	75%	65%
	5. Cooperation	100%	65%	70%	80%	70%
	6. Communication	100%	60%	65%	70%	70%
	7. Initiative	100%	55%	70%	65%	60%
Average			**70 %**	**68 %**	**69 %**	**59%**

Source: Data processed by researchers (2026)

Table 2. Employee Performance Phenomenon

Indicator	Employee Performance Phenomenon
Quality of Work	Lack of knowledge employee in understand tasks given by superiors . This depicted with Still existence a number of complaint from *client* about delivery
Quantity of Work	Lack of knowledge employee in understand tasks given by superiors , so that the planned work targets are achieved No achieved optimally
Cooperation	Still not yet intertwined good cooperation between employees , where matter This Can depicted with Still the chaos communication between employee in share tasks that have been done determined . This is can result in not enough optimally the work to be done done .
Responsibility	A number of employee often leave tools not in its place , so risky tool the is lost or swapped . And still Lots employees who do not capable finish his job in accordance with the time that has passed determined .
Initiative	The lack of employee in do work driven by creativity alone , so that must always wait order from superior in do work without brave For do it in a way independent .

Source: Data processed by researchers (2026)

Based on table 1.2 show that performance from Employees of the PT Tri Adi Bersama Branch Office, Tangerang Regency Still low matter This shown Because lack of understanding from employee That alone , if This left alone in a way Keep going straight so will impact not

enough Good towards the Tangerang Regency Branch Office of PT Tri Adi Bersama alone , here This is results pre- survey conducted.

Table 3. Employee Performance Pre- *Survey* Results on PT Tri Adi Bersama Tangerang Regency

No	Statement	Answer Options					Total	Total Score	Average Score	Category
		5	4	3	2	1				
1	This employee is careful and minimizes errors in his work.	5	5	12	18	30	70	147	2.1	TB
2	This employee meets the expected amount of work output	5	7	13	17	28	70	154	2.2	TB
3	Employee own appropriate knowledge with his job	6	9	10	23	22	70	164	2.34	TB
4	This employee works skillfully and quickly.	28	11	9	15	7	70	248	3.54	B
5	This employee feels embarrassed if the work is not finished.	27	16	11	10	6	70	258	3.68	B
Average Score of Variables									**2.77**	**KB**

Source: Data processed by researchers (2026)

Based on the problems found , it is hoped that solutions can be found that are beneficial for the company so that it can improve and enhance employee performance by paying attention to *Mental Health* , and Leadership Style for employees can run more effectively in the future so that with increasing employee awareness in *Mental Health* , and Leadership Style will also improve employee performance and company performance. From the factors that have been discussed previously show that problem *Mental Health* and Leadership Style are necessary get attention For increase performance employee so that need done study Which entitled **" Influence The Impact *of Mental Health* and Leadership Style on Employee Performance at the Branch Office of PT Tri Adi Bersama Tangerang Regency ".**

RESEARCH METHODS

Types of research This is Associative . According to Sugiyono (2019:44) type study associative is research that aims For know influence or connection between two variables more . Method study This is quantitative research quantitative used in study this , because the data that becomes object in study This is quantitative data in the form of the numbers generated from scale Likert (Sugiyono , 2019:13). In study This is the sampling technique used is *nonprobability sampling* with techniques taken namely saturated sampling (census). According to Sugiyono (2019:118) Saturated sampling technique is technique determination sample when all member population used as sample . So from that , Author choose sample use saturated sampling technique Because amount relative population small . So samples used in the study This amount to 70 people are employees of the PT Tri Adi Bersama Tangerang Regency Branch Office.

RESULTS AND DISCUSSION

In order to find out the results of the validity test analysis of the *Mental Health variable* (X1) using the computer program SPSS Version 26 *for Windows, input the Mental*

Health variable data which is ordinal data from a sample of 70 with a total of 12 questions as follows: With the formula Df = (N-2), Df = (70-2) = 68

Table 4. *the Mental Health* Variable (X_1)

Instrument Item No.	Calculated r value	Table r value n = 68	Information
1	0.766 **	0.235	Valid
2	0.794 **	0.235	Valid
3	0.839 **	0.235	Valid
4	0.822 **	0.235	Valid
5	0.814 **	0.235	Valid
6	0.694 **	0.235	Valid
7	0.685 *	0.235	Valid
8	0.816 **	0.235	Valid
9	0.884 **	0.235	Valid
10	0.800 **	0.235	Valid
11	0.810 **	0.235	Valid
12	0.884 **	0.235	Valid

Sumber: Hasil Olahan Data (SPSS 26), 2026

Tabel 5. Results of the Validity Test of the Leadership Style Variable (X_2)

Instrument Item No.	Calculated r value	Table r value n = 68	Information
1	0.801 **	0.235	Valid
2	0.828 **	0.235	Valid
3	0.821 **	0.235	Valid
4	0.816 **	0.235	Valid
5	0.734 **	0.235	Valid
6	0,878**	0.235	Valid
7	0,634**	0.235	Valid
8	0,823**	0.235	Valid
9	0,607**	0.235	Valid
10	0,795**	0.235	Valid
11	0,655**	0.235	Valid
12	0,642**	0.235	Valid

Source: Data Processing Results (SPSS 26), 2026

Table 6. Results of the Validity Test of the Employee Performance Variable (Y)

Instrument Item No.	Calculated r value	Table r value n = 68	Information
1	0,841**	0.235	Valid
2	0,871**	0.235	Valid
3	0,778**	0.235	Valid
4	0,840**	0.235	Valid
5	0,720**	0.235	Valid
6	0,849**	0.235	Valid
7	0,808**	0.235	Valid
8	0,844**	0.235	Valid
9	0,902**	0.235	Valid
10	0,886**	0.235	Valid
11	0,680**	0.235	Valid
12	0,750**	0.235	Valid

Source: Data Processing Results (SPSS 26), 2026

Reliability Test

Reliability testing is the extent to which measurement results using the same object will produce the same data.

Table 7. Test Results Reliability *Mental Health* Variable (X1)

Reliability Statistics

Cronbach's Alpha	N of Items
.949	12

Source: Data Processing Results (SPSS 26), 2026

Table 8. Test Results Reliability Leadership Style Variable (X2)

Reliability Statistics

Cronbach's Alpha	N of Items
.930	12

Source: Data Processing Results (SPSS 26), 2026

Table 9. Test Results Reliability Employee Performance Variable (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
.954	12

Source: Data Processing Results (SPSS 26), 2026

Correlation coefficient analysis

Correlation describes the degree of closeness of the relationship between an independent variable and a dependent variable in a multiple correlation system, after

controlling for other independent variables. The following is a table interpreting the correlation coefficient.

Table 10. *Mental Health* Correlation Coefficient (X1) and Leadership Style (X2) on Employee Performance (Y)

Model Summary [b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.949 [a]	.900	.897	3.68518

a. Predictors: (Constant), Leadership Style (X2), *Mental Health* (X1)
b. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (SPSS 26), 2026

Based on the table, it can be seen that the correlation value of *the Mental Health variable* (X1), Leadership Style (X2) is 0.949, falling into the interval 0.750 - 0.990, meaning that the level of relationship between the *Mental Health variables* (X1), Leadership Style (X2) simultaneously with the Employee Performance variable (Y) has a very strong level of relationship.

Table 11. Correlation Coefficient of Leadership Style (X2) on Employee Performance (Y)

Model Summary [b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.898 [a]	.807	.804	5.08798

a. Predictors: (Constant), Leadership Style (X2)
b. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (SPSS 26), 2026

Analysis of the Coefficient of Determination (R Square)

This determination coefficient test is conducted with the aim of measuring the model's ability to explain how much influence the independent variables simultaneously influence the dependent variable, which can be indicated by the *adjusted R-Square value (Ghozali, 2016)* . The determination coefficient shows the extent to which the contribution of the independent variables in the regression model is able to explain the variation of the dependent variable.The results of testing the coefficient of determination of *the Mental Health variable* and the Leadership Style variable on employee performance are as follows:

Table 12. Multiple Determination Coefficient of *Mental Health* (X1) and Leadership Style (X2) on Employee Performance (Y)

Model Summary [b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.949 [a]	.900	.897	3.68518

a. Predictors: (Constant), Leadership Style (X2), *Mental Health* (X1)
b. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (SPSS 26), 2026

Table 13. Simple Determination Coefficient *of Mental Health* (X1) on Employee Performance (Y)

Model Summary [b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.853 [a]	.728	.724	6.04002

a. Predictors: (Constant), *Mental Health* (X1)
b. Dependent Variable: Employee Performance (Y)

Table 14. Simple Determination Coefficient of Leadership Style (X2) on Employee Performance (Y)

Model Summary [b]

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.898 [a]	.807	.804	5.08798

a. Predictors: (Constant), Leadership Style (X2)
b. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (SPSS 26), 2026

Simple Linear Regression Analysis

Simple linear regression analysis of the linear influence between one independent variable (x) and the dependent variable (y).

Table 15. *Mental Health* Regression Analysis ($_{X1}$) – Employee Performance (Y)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,062	2,603		5,018	.000
	Mental Health (X1)	.796	.059	.853	13,491	.000

a. Dependent Variable: Employee Performance (Y)

Source : Data Processing Results (SPSS 26), 2026

Based on the table above, the regression equation obtained is as follows:

$$\mathbf{Y = 13.062 + 0.796\ X_1}$$

Table 16
Results of Regression Analysis of Leadership Style (X2) – Employee Performance (Y)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,487	2,467		2,630	.011
	Leadership Style (X2)	.921	.055	.898	16,862	.000

a. Dependent Variable: Employee Performance (Y)

Source: Results Data Processing (SPSS 26), 2026

Based on the table above, the regression equation obtained is as follows:

$Y = 6.487 + 0.921 X_2$

Multiple Linear Regression Analysis

Multiple linear regression analysis is a regression model that involves more than one independent variable. Multiple linear regression analysis is conducted to determine the direction and extent of influence of the independent variables on the dependent variable.

Table 17. Multiple Linear Regression Test Results *Mental Health* and Leadership Style on Employee Performance

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,167	1,835		1,726	.089
	Mental Health (X1)	.405	.051	.434	7,913	.000
	Leadership Style (X2)	.605	.056	.590	10,755	.000

a. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (SPSS 26), 2026

Based on the SPSS output results in the table above, it can be identified that the regression equation is as follows:

$Y = 3.167 + 0.405 X_1 + 0.605 X_2$ means,

Hypothesis Testing

t-test (Partial)

A t-test is a type of statistical test used to determine whether there is a difference between an estimated value and a calculated value. These estimated values come from various sources, including those we determine ourselves, based on issues, criteria, and so on.

Table 18
Partial T-Test Results *for Mental Health* and Leadership Style - Employee Performance

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,167	1,835		1,726	.089
	Mental Health (X1)	.405	.051	.434	7,913	.000
	Leadership Style (X2)	.605	.056	.590	10,755	.000

a. Dependent Variable: Employee Performance (Y)

Source: Data Processing Results (SPSS 26), 2026

Test (Simultaneous)

The simultaneous F test (Simultaneous Test) is used to determine whether or not there is a joint or simultaneous influence between independent variables on the dependent variable.

Table 19
Results of the Partial T-Test *of Mental Health* and Leadership Style on Employee Performance

ANOVA [a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8211.302	2	4105.651	302,318	.000 [b]
	Residual	909,898	67	13,581		
	Total	9121.200	69			

a. Dependent Variable: Employee Performance (Y)
b. Predictors: (Constant), Leadership Style (X2), *Mental Health* (X1)

Source: Data Processing Results (SPSS 26), 2026

Influence *Mental Health* to Employee performance

From the statistical calculation results, the *Mental Health variable* (X1) has a significant influence on the Employee Performance variable (Y). This can be proven by the t-test value of the *Mental Health variable* (X1) . with a calculated t of 13,491 and a significance of 0.000. Because the calculated t is smaller than the t table (13,491 > 1.995) and the significance is smaller than 5% (0.050), then Ha is accepted and H0 is rejected, it can be stated that *Mental Health* (X1) has a significant effect on Employee Performance (Y) .

In this study, *Mental Health* has a significant effect on Employee Performance, this study is in accordance with previous research by Riyanto Efendi (2020) The results of the study are as follows: 1). *Mental Health* has a positive and significant effect on employee performance by 69.4%, while the remaining 30.6% is explained by other variables that are not predicted or outside the model of this study.

This research is supported by Robbins (2018: 21) that "A leader *is* someone who can influence others and has managerial authority.

Influence Leadership Style on Employee Performance

From the statistical calculation results, the Leadership Style variable (X2) has a significant influence on the Employee Performance variable (Y). This can be proven by the t-test value of the Leadership Style variable (X2) . with a calculated t of 16,862 and a significance of 0.000. Because the calculated t is greater than the t table (16,862 < 1.995) and

the significance is less than 5% (0.050) then Ha $_{is}$ accepted and H0 $_{is}$ rejected, it can be stated that Leadership Style (X2 $_{)}$ has a significant effect on Employee Performance (Y).

In this study, Leadership Style has a significant effect on Employee Performance, this study is in accordance with previous researchers Aden Prawiro Sudarso, Muhamad Abid, Indra Januar Rukmana (2020), The results of this study, the Leadership Style variable obtained an average score of 3.40 with good criteria. The employee performance variable obtained an average score of 3.81 with good criteria. Leadership Style has a positive and significant effect on employee performance with a regression equation value of Y = 10.945 + 0.799X, and a correlation coefficient value of 0.767 or has a strong relationship level with a determination value of 58.9%. The hypothesis test obtained a significance of 0.000 <0.05.

This research is supported by the theory put forward by Mc. Clelland (2019:95) who said that the achievement leadership style is a desire within a person that encourages that person to strive to achieve a standard or measure of excellence.

Influence The Impact *of Mental Health* and Leadership Style on Employee Performance

Based on the results of the analysis in the table above, namely the test ANOVA obtained a $_{calculated}$ F value of 302,318 while the F $_{table}$ (α0.05) for n = 66 was 2.45. So $_{the\ calculated\ F}$ > from the F $_{table}$ (α0.05) or 302,318 > 2.45, with a significant level of 0.000 because 0.000 < 0.05, then it can be said that , *Mental Health* (X $_{1}$), Leadership Style (X $_{2}$) and together influence Employee Performance (Y) .

In this study, *Mental Health* and Leadership Style significantly influence Employee Performance. This research aligns with previous research by Arini Yulianti (2019) that there is a partial influence between *Mental Health and Leadership Style on Employee Performance.*

This research is supported by the theory put forward by According to Mangkunegara (2018:67), the definition of performance is "the results of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". According to Edison (2018:190), "performance is the result of a process that refers to and is measured over a certain period of time based on provisions or agreements that have been previously determined".

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the analysis and discussion chapters, the author will draw conclusions from the results of this research or writing. The conclusions from this research are as follows:

1. There is an influence of *Mental Health* (X1 $_{)}$ which has a significant influence on the Employee Performance variable (Y). This can be proven by the t-test value of the *Mental Health variable* (X1 $_{)}$ with a $_{calculated\ t}$ of 13,491 and a significance of 0.000. Because $_{the\ calculated\ t}$ is smaller than the t $_{table}$ (13,491 > 1.995) and the significance is smaller than 5% (0.050),

Ha is accepted and H0 is rejected, it can be stated that *Mental Health* (X1) has a significant influence on Employee Performance (Y) .

2. There is an influence of Leadership Style (X2) which has a significant influence on the Employee Performance variable (Y). This can be proven by the t-test value of the Leadership Style variable (X2) with a calculated t of 16,862 and a significance of 0.000. Because the calculated t is greater than the t table (16,862 < 1.995) and the significance is less than 5% (0.050) then Ha is accepted and H0 is rejected, it can be stated that Leadership Style (X2) has a significant influence on Employee Performance (Y).
3. There is a significant influence between *Mental Health and Leadership Style on Employee Performance. Seen from the* calculated F value of 302,318 while the F table (α0.05) for n = 66 is 2.45. So the calculated F > from the F table (α0.05) or 302,318 > 2.45, with a significant level of 0.000 because 0.000 <0.05, it can be said that , *Mental Health* (X1) , Leadership Style (X2) and together influence Employee Performance (Y).

SUGGESTION

The high or low level of employee performance is influenced by many triggering factors. This is evident from the research conclusions outlined above. on. Some efforts that need to be made include the following:

1. Based on the results of the questionnaire distribution for *the Mental Health variable* , it can be concluded that *Mental Health* at the PT Tri Adi Bersama Tangerang Regency Branch Office has the smallest weight, namely on " Leaders provide support to employees for work enthusiasm ", which is in the " *Mental Health" dimension.* transformational " and also on " Leaders have concern for employees regarding employee hopes and desires" which is in the " *Mental Health" dimension.* visionary " with the lowest average value of 3.26, this value on a scale range of 2.60 – 3.39 is included in the less good category, it can be said that the lack of attention from superiors regarding the hopes and desires of employees to work makes it difficult for employees who work and cannot work optimally in achieving work targets at the PT Tri Adi Bersama Tangerang Regency Branch Office. Therefore That The suggestion given is that it is best to pay attention to employee expectations in working so that employees can work optimally.
2. Based on results answer respondents on Leadership Style variables obtained average value score lowest of 3.24 on " Every task that has been created and assigned by my superior, I carry out with full responsibility ". Therefore That given advice , namely Employees should follow their superiors' orders to carry out their tasks properly in accordance with their responsibilities.
3. Based on the results of the questionnaire distribution for the Employee Performance variable, it can be concluded that the Employee Performance at the PT Tri Adi Bersama Tangerang Regency Branch Office has the smallest weight, namely on " This employee feels embarrassed if the work has not been completed ", which is in the " Responsibility " dimension with the lowest average value of 3.37, this value on a scale range of 2.60 - 3.39

is included in the less good category, it can be said that the leadership pays more attention to the abilities of employees regarding the type of work assigned by the PT Tri Adi Bersama Tangerang Regency Branch Office so that employees are able to complete the work well. Therefore That suggestions are given , namely Leadership Style and providing encouragement to employees in working so that employees can work according to expectations and achieve the desired results.

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