

# THE INFLUENCE OF LEADERSHIP STYLE, WORK MOTIVATION AND JOB STRESS ON EMPLOYEE PERFORMANCE AT PT. BANK SUMUT MEDAN HEAD OFFICE (CASE STUDY ON CREDIT ADMIN LEGAL OPERATIONAL DIVISION)

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## Abstract

Employee performance is the result of implementing the goals of an organization, therefore good performance is an important thing for all employees to do. This research aims to determine the influence of leadership style, work motivation and work stress on the performance of PT employees. Bank Sumut Medan Head Office in the credit admin legal operations division. This type of research is quantitative. The data source was obtained through distributing questionnaires to employees at PT. Bank Sumut Medan Head Office in the credit admin legal operations division. The population and saturated sample in this study were 50 employees at PT. Bank Sumut Medan Head Office in the credit admin legal operations division. The analysis technique used is multiple linear regression analysis technique. The results of this research indicate that partially leadership style, work motivation and work stress influence employee performance. Simultaneously leadership style, work motivation and work stress influence employee performance by 61.8%, while the remaining 38.2% is influenced by other factors not included in this research.

**Keywords:** *Leadership Style, Motivation, Work Stress, Employee Performance*

## 1. INTRODUCTION

In the era of globalization, competition between companies is getting higher and more complex so that each company is required to improve things related to the company and be more responsive in order to continue to survive and continue to develop. Human resources are one of the internal key factors of an organization in carrying out development or progress in the organization. Likewise, according to Arisanti et al (2019) who say that one of the important factors that determines the progress or failure of an organization lies in the quality of its human resources. Good management and empowerment of human resources will indirectly improve the performance of the organization or company. As according to Sidanti (2015), to create high performance, optimal work improvement is needed and the ability to utilize the potential of human resources possessed by employees to create organizational goals, so that it will make a positive contribution to the development of the organization. According to Susanto (2019) positive employee performance can be achieved if the company can know the factors that influence employee performance.

PT. Bank Sumut is a regionally owned business bank with a foreign exchange nature. Bank Sumut is a financial services business in the form of a Limited Liability Company. This company strives to provide the best service by providing competitive banking products and services. As a company operating in the financial services sector, the company realizes how important it is to provide customer satisfaction through the products and services provided. To improve the quality of service, bank leaders must also improve the quality of performance of their human resources. To achieve all this cannot be separated from various problems, such as employees who do not comply with the bank's work regulations, inappropriate leadership styles, and lack of motivation from leaders that employees receive.

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According to Wicaksono et al (2014) that in an effort to improve the performance of company employees it is mandatory to maintain the existence of human resources by making the human resources they already have effective and efficient, where one of the policies is Leadership Style and providing work motivation for employees to work. to the maximum in the company. So, a good leadership style and providing work motivation will trigger employees to work more optimally and can help the company to develop further. According to the observations of the researcher, the leader of PT. Bank Sumut, Credit Admin Legal Operations Division, tends to be more task-oriented, because according to him the life journey of a company can be said to be good if all tasks can be completed well and long-term and short-term targets can be achieved as they should and the familiarity of all employees with themselves can be achieved. occurs when all employees have entered and understand the environment.

PT. Bank SUMUT Medan Head Office, Credit Admin Legal Operations Division), until now has been able to survive as one of the regional development banks trusted by the community because this is indirectly influenced by the capabilities of PT. Bank SUMUT Medan Head Office Legal Operations Division Admin Credit which is able to manage its human resources well. Employee performance assessments are carried out every quarter and then averaged each year to find out whether employee performance achievements have decreased or increased based on the assessment criteria set by the company. The following are the criteria for evaluating employee performance at PT. Bank SUMUT Medan Head Office Legal Operations Division Credit Admin:

**Table 1.** Employee Performance Evaluation Criteria

No	Criteria	Information
1	PA 5	Special
2	PA 4	Very good
3	PA 3	Good
4	PA 2	Not enough
5	PA 1	Very less

Source: HR Department PT. Bank SUMUT Medan Head Office LAKA Division

From the employee performance assessment criteria above, researchers can present PT performance data. Bank SUMUT Medan Head Office, Credit Admin Legal Operational Division from 2021 and 2022 which shows the results of employee work at SUMUT Bank, Medan Head Office, Credit Admin Legal Operational Division. Based on table 1, employee performance assessment criteria, can be seen in table 2, recapitulation of employee performance assessment.

**Table 2.** Recapitulation of Permanent Employee Performance Assessment of PT. Bank SUMUT Medan Head Office Legal Operations Division Credit Admin for 2021 and 2022

Year	Number of employees	PA 1 (Very less)	PA 2 (Not enough)	PA 3 (Good)	PA 4 (Very good)	PA 5 ( Special )
2021	50	0	1	15	32	2
2022	50	0	0	34	16	0

Source: HR Department PT. Bank SUMUT Medan Head Office LAKA Division

Based on Table 2 above, it can be seen that the achievement of individual work values from 2021 and 2023 has experienced fluctuations. This can be seen from the company's expectations which want employee performance to be on average in the very good and special criteria. However, the reality obtained from 2021 and 2022 is that only 2 employees achieved the very special criteria, namely in 2021. For the very good criteria, there was a decrease in 2022. For the good criteria, from 2021 and 2022 there was an increase, namely 34 employees. However, only 1 employee achieved the poor criteria in 2021. From the achievement of the assessment criteria, it can be concluded that from year to year it can be seen that the average employee performance is only in the good category. From the information provided by the HR supervisor, it can be concluded that the realization of employee performance achievements has not been optimal because it has not met the targets and expectations set by PT. Bank SUMUT Medan Head Office Legal Operations Division Credit Admin. The results of observations from researchers show that the work discipline of PT employees. Bank Sumut, Legal Admin Operational Division, Credit as a whole is quite good, but in the future the company must enforce employee discipline so that the number of late employees does not increase every month. This is shown by the 50 employees who work at PT. Bank Sumut Legal Operations Division Admin Credit, both permanent employees and outsourced employees, only a few people are late for work. In April there were 5 employees with a percentage of 10% who were late and in May there was a decrease in employees who were late, namely to 4 employees with a percentage value of 8% and in the following month there was an increase again, namely to 7 employees with a percentage of 14% who came. late for the office.

Both internal and external factors can influence the level of performance of an employee in an organization. If work stress is high, performance tends to decrease and work productivity becomes low. However, if work stress is low, performance tends to increase or be high and productivity increases. In this position, it turns out that work stress is not the only variable that is an obstacle rather than a bad or good influence on an employee's performance.

## **2. IMPLEMENTATION METHOD**

### **Types of research**

In this research, researchers used quantitative methods. The type of research used in this research is causal descriptive research. According to Sinulingga (2017), descriptive research is a type of research that aims to systematically, factually and accurately describe the facts and characteristics of a particular object or population.

### **Place and time of research**

The research was carried out at PT. Bank Sumut Medan Head Office from May 2023 to August 2023. This research focuses on the Credit Admin Legal Operations Division which is located at Jalan Imam Bonjol No.18 Medan, North Sumatra.

### **Data source**

The data source used in this research is primary data, namely employee perception data at PT. Bank Sumut Medan Head Office Legal Admin Operational Division Credit towards leadership style, work motivation, work stress and employee performance.

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### **Population and Sample**

The population in this study were all employees in the Credit Admin Legal Operations Division of PT. North Sumatra Bank Medan Head Office. The total population is 50 employees in the Credit Admin Legal Operations Division. The sample is part of the number and characteristics of the population (Sugiyono, 2017). Based on the population of 50 respondents, the researchers took 100% of the population in the Credit Admin Legal Operations Division of PT. North Sumatra Bank Medan Head Office. Thus, the use of the entire population without having to draw a research sample as a unit of observation is called a census technique (saturated sample).

### **Operational Definition of Research Variables**

If a concept is to be operated, the first step that must be taken is to determine the variables whose value will be measured, which includes all independent variables and other dependent variables if any.

### **Test Research Instruments**

A research instrument is a tool used to measure observed natural and social phenomena. Specifically, this phenomenon is called a research variable. The number of research instruments depends on the number of research variables determined to be studied. Apart from that, research instruments play an important role in quantitative research because the quality of the data used is in many cases determined by the quality of the instruments used.

## **3. RESULTS AND DISCUSSION**

### **A Brief History of Bank Sumut**

The North Sumatra Regional Development Bank was founded on November 4 1961 as BPSU. In accordance with the basic provisions of the North Sumatra Level I Regional Development Bank, in 1962 the business form was changed to a Regional Owned Enterprise (BUMD) with authorized capital at that time of IDR 100 million with shares owned by the North Sumatra Level I Regional Government and the Regional Government. Level II in North Sumatra. In 1999, the legal form of BPDSU was changed to a Limited Liability Company with the name PT. North Sumatra Regional Development Bank or abbreviated as PT. Bank Sumut is domiciled and headquartered in Medan, JL. Imam Bonjol No. 18 Medan.

The authorized capital at that time was Rp. 400 billion, then taking into account the Bank's projected growth needs, in the same year the authorized capital was again increased to Rp. 500 Billion. The growth rate of Bank Sumut is increasingly showing very significant developments seen from the performance and achievements obtained from year to year, it was recorded that the total assets of Bank Sumut reached 10.75 trillion in 2009 and became 12.76 trillion in 2010. Supported by the spirit of being a Bank Professional and tough in facing competition by implementing the to be the best program which is in line with the BPD Regional Champion 2014 road map, of course with the consequence of having to strengthen capital which no longer relies on share investments from regional governments, but also opens up access to other capital such as bond issuance, for this reason The authorized capital of Bank Sumut has been increased again from Rp. 1 trillion in 2008 to Rp. 2 trillion in 2011 with total assets increasing to 18.95 trillion.

## Validity and Reliability Test

### 1. Validity test

According to Saptutyningsih and Setyaningrum (2019) states that "validity test is the accuracy of a measuring instrument in measuring an object". Validity is carried out to find out how well the measurement test measures the object that should be measured. An instrument is considered valid if the tool used can properly measure the object being measured. Validity test measurements were carried out by analyzing 30 respondents. The results of the pretest validity test are based on calculations using SPSS 25.

**Table 3.** Leadership Style Validity Test (X1)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Category
X1.1	26.87	14,982	,357	,594	Valid
X1.2	27.29	17,074	,220	,630	Invalid
X1.3	27.87	20,164	-.042	,668	Invalid
X1.4	25.44	16,389	,447	,573	Valid
X1.5	25.58	15,159	,625	,529	Valid
X1.6	25.29	16,619	,432	,578	Valid
X1.7	26.49	18,074	,140	,646	Invalid
X1.8	25.36	18,189	,262	,615	Invalid
X1.9	25.38	15,695	,441	,569	Valid

Source: Data processed by SPSS 25

Based on table 3 above, it can be seen that  $df = n - 2$  ( $30 - 2$ ) = 28, so the rtable data obtained from the statistical table is 0.361. Thus, it shows that there are several instruments on the Leadership Style variable with invalid criteria.

**Table 4.** Work Motivation Validity Test (X2)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Category
X2.1	35.73	35,836	,596	,872	Valid
X2.2	35.93	34,518	,730	,864	Valid
X2.3	36.22	32,722	,769	,858	Valid
X2.4	36.27	32,882	,645	,864	Valid
X2.5	36.33	32,182	,650	,864	Valid
X2.6	36.91	30,219	,655	,864	Valid
X2.7	36.33	31,773	,672	,862	Valid
X2.8	35.96	33,680	,675	,864	Valid
X2.9	36.64	30,371	,539	,880	Valid
X2.10	38.07	33,291	,464	,879	Valid

Source: Data processed by SPSS 25

Based on table 4 above, it can be seen that  $df = n - 2$  ( $30 - 2$ ) = 28, so the rtable data obtained from the statistical table is 0.361. In this case, the calculated r value of all statement items on the

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work motivation variable is greater than  $r_{table} = 0.361$ . Thus it can be concluded that all items are valid.

**Table 5.** Job Stress Validity Test (X3)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Category
X3.1	25.69	12,446	,300	,625	Invalid
X3.2	26.80	10,709	,354	,611	Invalid
X3.3	27.27	11,700	,221	,649	Invalid
X3.4	27.07	10,973	,337	,615	Invalid
X3.5	27.13	11,209	,363	,607	Valid
X3.6	25.89	10,783	,478	,577	Valid
X3.7	25.89	10,919	,429	,589	Valid
X3.8	25.67	12,409	,260	,632	Invalid

Source: Data processed by SPSS 25

Based on table 5 above, it can be seen that  $df = n - 2 (30-2) = 28$ , so the  $r_{table}$  data obtained from the statistical table is 0.361. Thus, it shows that there are several instruments on the work stress variable with invalid criteria. According to (Murti, 2011), errors in measurement can be called measurement bias (measurement error). When the instrument produces invalid data, the research results are invalid.

**Table 6.** Employee Performance Validity Test (Y)

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Category
Y1	16.67	7,455	,677	,909	Valid
Y2	16.64	6,643	,782	,888	Valid
Y3	16.76	6,598	,765	,892	Valid
Y4	16.47	6,618	,816	,881	Valid
Y5	16.49	6,619	,825	,879	Valid

Source: Data processed by SPSS 25

Based on table 6 above, it can be seen that  $df = n - 2 (30-2) = 28$ , so the  $r_{table}$  data obtained from the statistical table is 0.361. In this case, the calculated  $r$  value of all statement items on the employee performance variable is greater than  $r_{table} = 0.361$ . Thus it can be concluded that all items are valid.

## 2. Reliability Test

This Reliability Test aims to measure the consistency of the statement instrument regarding its variables. With a Cronbach's alpha value limit of  $> 0.6$ , the instrument can be said to be consistent and reliable for its variables. The following table 5 shows the results of the reliability test:



**Table 7. Reliability Test**

Variable	<i>Croanbach's alpha</i>	Criteria
	$\geq 0.6$	
Leadership Style	0.668	Reliable
Work motivation	0.879	Reliable
Work stress	0.645	Reliable
Employee performance	0.910	Reliable

Source: Data processed by SPSS 25

Based on table 7, the results of the pre-test reliability test show that the research variables are proven to be reliable and consistent. The variables of this research.

### Classic assumption test

The classical assumption test is used to determine whether the results of the multiple linear regression analysis used to analyze in this study are free from deviations from classical assumptions or not.(Ghozali, 2020). The classical assumption test in this research consists of normality test, multicollinearity test, heteroscedasticity test. The results of the classical assumption test in this research can be described as follows:

#### 1. Normality test

The normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution.Ghozali (2020)To detect whether the residuals are normally distributed or not, namely by using Kolmogorov-Smirnov statistical test analysis and graphic analysis. The research results are said to be normally distributed or meet the normality test if the Asymp. Sig (2-tailed) residual variable is above 0.05 or 5%. On the other hand, if it is below 0.05 or 5%, the data is not normally distributed or does not meet the normality test.

**Table 8. Normality test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		45
Normal Parameters, b	Mean	.0000000
	Std. Deviation	1.92055547
Most Extreme Differences	Absolute	.082
	Positive	.069
	Negative	-.082
Statistical Tests		.082
Asymp. Sig. (2-tailed)		.200c,d
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source: Data processed by SPSS 25

The results of the normality test using the Kolmogorov-Smirnov test in table 8 above show that the Asymp.sig (2-tailed) value was 0.200. This shows that the Asymp.sig (2-tailed) value is

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greater than 0.05 ( $0.200 > 0.05$ ). So it can be concluded that the regression model used in this research is normally distributed.

## 2. Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. Ghazali (2020). To detect whether there is multicollinearity in the regression model, it can be seen from the tolerance value and variance inflation factor (VIF).

**Table 9.** Multicollinearity Test

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Leadership Style	.815	1,227
	Motivation	.771	1,297
	Work stress	.847	1,181
a. Dependent Variable: Employee Performance			

Source: Data processed by SPSS 25

The results of the multicollinearity test in table 9 can be explained as follows:

- The Leadership Style variable (X1) obtained a tolerance value of 0.815 and a VIF value of 1.227. This shows that the tolerance value is greater than 0.10 ( $0.815 > 0.10$ ) and the VIF value is smaller than 10 ( $1.227 < 10$ ). So it can be concluded that in the leadership style variable there are no symptoms of multicollinearity.
- The Motivation variable (X2) obtained a tolerance value of 0.771 and a VIF value of 1.297. This shows that the tolerance value is greater than 0.10 ( $0.771 > 0.10$ ) and the VIF value is smaller than 10 ( $1.297 < 10$ ). So it can be concluded that in the motivation variable there are no symptoms of multicollinearity.
- The work stress variable obtained a tolerance value of 0.847 and a VIF value of 1.181. This shows that the tolerance value is greater than 0.10 ( $0.847 > 0.10$ ) and the VIF value is smaller than 10 ( $1.181 < 10$ ). So it can be concluded that in the work stress variable there are no symptoms of multicollinearity.

## 3. Heteroscedasticity Test

In this research, the heteroscedasticity test used the Glejser test method. According to Ghazali (2015), the Glejser test is carried out by paying attention to the significance probability value in the Sig table. The significance level used is 0.05. If each independent variable statistically shows a significance probability value greater than 0.05 then there is no heteroscedasticity problem.



**Table 10.** Heteroscedasticity Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7,479	2,016		3,710	,001
	Leadership Style	,045	,053	,127	,846	,403
	Motivation	-.111	,048	-.442	-1,941	,055
	Work stress	-.106	,071	-.209	-1,489	,144

a. Dependent Variable: Abs\_RES

Source: Data processed by SPSS 25

The results of the heteroscedasticity test in table 10 in this study can be explained as follows:

- It is known that the Leadership Style variable (X1) has a significant value of 0.403. This shows that the significant value is greater than 0.05 ( $0.403 > 0.05$ ). So it can be concluded that in the Leadership Style variable (X1) there are no symptoms of heteroscedasticity.
- It is known that the Motivation variable (X2) has a significant value of 0.055. This shows that the significant value is greater than 0.05 ( $0.055 > 0.05$ ). So it can be concluded that in the motivation variable (X2) there are no symptoms of heteroscedasticity.
- It is known that the work stress variable (X3) has a significant value of 0.114. This shows that the significant value is greater than 0.05 ( $0.114 > 0.05$ ). So it can be concluded that in the work stress variable (X3) there are no symptoms of heteroscedasticity.

### Multiple linear regression

In this research, the regression analysis used by researchers is multiple linear regression. Multiple linear regression analysis is used to determine the relationship between the independent variables, namely variables X1, X2 and X3, and the dependent variable, namely variable Y. The independent variables in this research are leadership style, motivation and work stress. The dependent variable in this research is employee performance.

**Table 11.** Multiple Linear Regression Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,689	3,768		,714	,479
	Leadership Style	,319	,054	,625	5,897	,000
	Motivation	,441	,071	,662	6,239	,000
	Work stress	,218	,087	,255	2,519	,016

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 25

The results of the multiple linear regression analysis test in the table 11 above have an equation that can be described as follows:

$$Y = 2.689 + 0.319 + 0.441 + 0.218X_1X_2X_3$$

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1. The constant value obtained is 2.689 with a positive value, this shows that if there is no increase in the value factors of Leadership Style (X1), Work Motivation (X2) and Work Stress (X3), then the Employee Performance (Y) value is 2.689.
2. The regression coefficient for the leadership style variable (X1) was obtained at 0.319 with a positive value, this shows that if the leadership style value increases by 1 unit while the work motivation and work stress values do not increase, it will increase the employee performance value by 0.319.
3. The regression coefficient for the motivation variable (X2) was obtained at 0.441 with a positive value, this shows that if the motivation value increases by 1 unit while the Leadership Style and Work Stress values do not increase, it will increase the employee performance value by 0.441.
4. The regression coefficient for the work stress variable (X3) was obtained at 0.218 with a positive value, this shows that if the work stress value increases by 1 unit while the Leadership Style and Work Motivation values do not increase, it will increase the employee performance value by 0.218.

### Hypothesis testing

#### 1. Partial Test (t Test)

The t test is used to partially prove the influence of the independent variable on the dependent variable. The t statistical test in this study was carried out by comparing the tcount value with ttable. Where ttable can be searched using  $df=n-1$ . If the  $tcount > ttable$  and the significance level (P-value)  $< 0.05$  then this shows that  $H_0$  is rejected and  $H_a$  is accepted. Taking satisfaction with the t test can be done in two ways, as follows:

- a. If  $sig > 0.05$  then  $H_0$  is accepted
- b. If  $sig < 0.05$  then  $H_0$  is rejected
- c. If  $tcount < ttable$  then  $H_0$  is accepted
- d. If  $tcount > ttable$  then  $H_0$  is rejected

In this research, the ttable value is obtained based on the formula  $df= nk = 50 - 4 = 46$ . So the ttable value is 2.01290..

**Table 12.** Partial Test

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,689	3,768		,714	,479
	Leadership Style	,319	,054	,625	5,897	,000
	Motivation	,441	,071	,662	6,239	,000
	Work stress	,218	,087	,255	2,519	,016

a. Dependent Variable: Employee Performance

Source: Data processed by SPSS 25

The results of the t test (partial) in table 12 in this study can be described as follows:

- a. The influence of leadership style (X1) on employee performance (Y)

Based on the table above, the tcount value is 5.897 and the significance value is 0.000. This shows that the tcount value is greater than 2.01290 ( $5.897 > 2.01290$ ) and the significance value is smaller than 0.05 ( $0.000 < 0.05$ ). So you can It was concluded that leadership style had a positive and significant effect on the performance of North Sumatra Bank employees, Medan Head Office, Credit Admin Legal Operations Division.

b. The influence of motivation (X2) on employee performance (Y)

Based on the table above, the t-count value is 6.239 and the significance value is 0.000. This shows that the t-count value is greater than 2.01290 ( $6.239 > 2.01290$ ) and the significance value is smaller than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that motivation has a positive and significant effect on the performance of Bank Sumut employees, Medan Head Office, Credit Admin Legal Operations Division.

c. The effect of work stress (X3) on employee performance (Y)

Based on the table above, the t-count value is 2,519 and the significance value is 0.016. This shows that the t-count value is greater than 2.01290 ( $2,519 > 2.01290$ ) and the significance value is smaller than 0.05 ( $0.016 < 0.05$ ). So it can be concluded that work stress has a positive and significant effect on the performance of North Sumatra Bank employees, Medan Head Office, Credit Admin Legal Operations Division.

## 2. Simultaneous Test (F Test)

The F test is used to test and find out whether the independent variables have a simultaneous influence on the dependent variable. Taking satisfaction of the F test can be done in two ways, namely:

- If the test results  $F_{count} > F_{table}$ , then  $H_1$  is accepted
- If the test results  $F_{count} < F_{table}$ , then  $H_1$  is rejected.

In this research, the  $F_{table}$  value is obtained based on the df (degree of freedom) formula.  $df_1 = k-1 = 4-1 = 3$  and  $df_2 = nk = 50-4 = 46$  So the  $F_{table}$  value is 2.80.

**Table 13.** Simultaneous Test

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	294,016	3	98,005	24,759	,000b
	Residual	162,295	41	3,958		
	Total	456.311	44			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Job Stress, Leadership Style, Motivation						

Source: Data processed by SPSS 25

The results of the F test (simultaneous) in the table 13 above obtained a calculated f value of 24,759 with a significance value of 0.000. This shows that the fcount value is greater than ftable ( $24,759 > 2.80$ ) and the significance value is smaller than 0.000 ( $0.000 < 0.05$ ). So it can be concluded that leadership style, motivation and work stress together influence the performance of PT employees. Bank Sumut Medan Head Office Legal Operations Division Credit Admin.

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## **Discussion**

### **1. The Influence of Leadership Style on Employee Performance**

The results of research regarding the influence of leadership style on employee performance can be seen from the results of the t test where the t value of 5.897 is greater than t table 2.01290 ( $5.897 > 2.01290$ ) and the significance value is smaller than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that leadership style influences the performance of North Sumatra Bank employees, Medan Head Office, Credit Admin Legal Operations Division.

### **2. The Influence of Work Motivation on Employee Performance**

The results of research regarding the influence of work motivation on employee performance can be seen from the results of the t test where the t value of 6.239 is greater than t table 2.01290 ( $5.897 > 2.01290$ ) and the significance value is smaller than 0.05 ( $0.000 < 0.05$ ). So it can be concluded that work motivation influences the performance of North Sumatra Bank employees, Medan Head Office, Credit Admin Legal Operations Division.

### **3. The Effect of Job Stress on Employee Performance**

The results of research regarding the influence of work stress on employee performance can be seen from the results of the t test where the t value of 2.519 is greater than t table 2.01290 ( $5.897 > 2.01290$ ) and the significance value is smaller than 0.05 ( $0.016 < 0.05$ ). So it can be concluded that work stress influences the performance of North Sumatra Bank employees, Medan Head Office, Credit Admin Legal Operations Division.

### **4. The Influence of Leadership Style, Work Motivation and Work Stress on Employee Performance**

The results of research regarding the influence of leadership style, work motivation and work stress can be seen from the results of the F test where the calculated f value is greater than f table ( $24,759 > 2.80$ ) and the significance value is smaller than 0.000 ( $0.000 < 0.05$ ). So it can be concluded that leadership style, motivation and work stress together influence the performance of PT employees. Bank Sumut Medan Head Office Legal Operations Division Credit Admin.

## **4. CONCLUSION**

Based on the results of the data analysis previously presented, it can be concluded that:

1. Partially, leadership style (X1) has a positive and significant effect on employee performance (Y) at PT. Bank Sumut Medan Head Office in the Credit Admin Legal Operations Division.
2. Partially, work motivation (X2) has a positive and significant effect on employee performance (Y) at PT. Bank Sumut Medan Head Office in the Credit Admin Legal Operations Division.
3. Partially, work stress (X3) has a positive and significant effect on employee performance (Y) at PT. Bank Sumut Medan Head Office in the Credit Admin Legal Operations Division.
4. Simultaneously, leadership style (X1), work motivation (X2) and work stress (X3) have a positive and significant effect on employee performance (Y) at PT. Bank Sumut Medan Head Office in the Credit Admin Legal Operations Division.
5. The research results of the coefficient of determination test for the variables Leadership Style (X1), Work Motivation (X2) and Work Stress (X3) are 61.8%, where there are 38.2% of other variables that contribute to influencing employee performance.

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