

ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, WORK STRESS AND COMPENSATION ON EMPLOYEE WORK PERFORMANCE AT PT. MULTIMAS NABATI ASAHAN MEDAN

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Email : adrianbolon12@gmail.com

Received : 21 March 2025

Revised : 29 March 2025

Accepted : 10 April 2025

Published : 21 May 2025

DOI : <https://doi.org/10.54443/ijset.v4i6.757>

Link Publish : <https://www.ijset.org/index.php/ijset/index>

Abstract

This study aims to describe the influence of leadership style, work stress, and compensation on employee work performance at PT. Multimas Nabati Asahan Medan which lasted for 2 (two) months starting from April 2024 until May 2024. This research was using descriptive and quantitative methods. The respondents of this research are all employees at PT. Multimas Nabati Asahan Medan which has a total of 88 (eighty eight) employees. The instrument of this research is questionnaires to collect data from variables of leadership variables, variables of work stress, variables of compensation and variables of employee work performance. The technique of data analysis was using validity test, reliability test, descriptive analysis, normality test, multicollinearity test, heteroscedasticity test, multiple linear regression analysis, multiple linear correlation coefficient test, partial hypothesis test or t test, simultaneous test or F test, and calculation of coefficient determination. The results of descriptive analysis for variables of leadership style, variables of compensation and variables of employee work performance are in good category, while variables of work stress are in very not good category at PT. Multimas Nabati Asahan Medan. Based on the results of hypothesis testing partially, the variables of leadership style and compensation have a positive and significant influence on employee work performance at PT. Multimas Nabati Asahan Medan. While the variable of work stress has a negative and significant influence on employee work performance at PT. Multimas Nabati Asahan Medan. Simultaneously, variables of leadership style, work stress and compensation have a positive and significant influence on employee work performance at PT. Multimas Nabati Asahan Medan. The contribution of leadership style, work stress and compensation to improve employee work performance is 0.773 or 77.3%, while the rest of 0.227 or 22.7% is influenced by other variables not investigated on this research such as motivation, discipline, communication, training, etc.

Keywords: *Leadership Style, Work Stress And Compensation On Employee Work Performance*

INTRODUCTION

In the current era of globalization, economic growth and development in Indonesia is increasingly rapid and competition between entrepreneurs is also increasingly tight. Changes in the increasingly complex and competitive organizational environment require every organization and company to be more responsive in order to survive and continue to grow. Every company is required to be able to operate as effectively and efficiently as possible in achieving the goals that have been set. The success of an organization or institution in achieving its goals cannot be separated from the human resources it has, because it is human resources that will organize and manage other resources owned by the organization to help realize its goals.

the organization itself. Every company needs quality human resources both as leaders and employees, because human resources are the ones who make work plans and supervision to achieve company goals. The role of human resources is reflected in work performance in carrying out tasks and jobs given by the company. Every company certainly expects its employees to excel, because having employees who excel will provide optimal contributions to the company, so that organizational goals can be achieved. In other words, the growth and survival of a company are greatly influenced by the work performance of its employees. An increase in work performance triggers company productivity, improvements in management, and employee turnover which will experience a reduction. On the other hand, things that happen due to a decrease in work performance include the potential for decreased productivity, sluggish work quality, high employee turnover which continues to reduce the company's income so that it is detrimental.

To get employee performance as expected, many factors need to be considered by every organization, one of which is related to the element of leadership. The available resources if not managed properly will not achieve the planned goals, so the role of leaders is very important who can use their authority and leadership to achieve goals. The quality of leaders is often considered the most important factor in the success or failure of an organization. The results of the pre-survey at PT. Multimas Nabati Asahan Medan, showed that the leadership style applied was more towards an authoritarian leadership style. Some employees were uncomfortable with this leadership style where the leader did not listen to the opinions of employees so that employees felt they did not get support and guidance in solving problems that arose. Leaders in several divisions also provided overly strict supervision/monitoring and overly rigid regulations, the goal was indeed good to create a disciplined and orderly attitude, but this made employees less comfortable to excel at work so that their performance declined.

In addition, work stress is also quite serious in today's business era. Prolonged work stress will have an impact on employee performance in the company. The results of interviews with several employees explained that the number of employees who resign continues to increase because of the workload that causes work stress for employees. There are employees who get more work than other employees and unreasonable work deadlines. As a result, some employees have to work overtime almost every day to complete their work. Plus, some more senior employees show excessive seniority to more junior employees and are not friendly in providing assistance. In terms of compensation, PT. Multimas Nabati Asahan itself also continues to empower each employee as optimally as possible, and retain employees so that they can realize every vision and mission that is the company's goal. However, several employees said that the health facilities provided by the company were not appropriate. In terms of salary, several employees also felt that there was injustice where there were employees who were paid higher than others with the same workload.

The results of previous research conducted by Kumala & Agustina (2018) with the title "The Influence of Leadership Style on Employee Work Performance at the Archives and Archives Service" Regional Library of Bogor Regency" shows that the leadership style variable has a positive and significant influence on employee work performance at the Archives and Regional Library Service of Bogor Regency. Based on the results of previous research conducted by Sumampow, et al. (2017) entitled "The Effect of Work Stress on Employee Work Performance at PT. Bank SolutGo Gorontalo" it is explained that work stress has a negative and significant effect on employee work performance. The results of the study indicate that the higher the level of employee work stress, the lower the employee performance at PT. Bank SolutGo Gorontalo. Research conducted by Putra & Bagia (2020) entitled "The Influence of Compensation on Employee Work Performance at PT Garuda Agung Kencana Panarukan" shows that compensation has a positive and significant effect on work performance at PT. Garuda Agung Kencana Panarukan.

LITERATURE REVIEW

Understanding Leadership Styles

Leadership style is a way used by a leader to influence the behavior of his subordinates where this leadership style aims to guide and motivate employees so that it is expected to produce high productivity. The leadership style of a leader will greatly affect the performance of employees or subordinates.

Leaders must be able to choose a leadership style according to the existing situation. If the leadership style applied is correct and appropriate, it will be able to direct the achievement of organizational and individual goals.

Conversely, if the leadership style chosen is wrong and does not match the existing situation, it will result in difficulties in achieving organizational goals. According to Kartono (2016:25) "Leadership style is a pattern of behavior applied by a leader in working through other people as perceived by people." Meanwhile, Feriyanto, et al. (2015:95) stated that "Leadership style basically contains the meaning as a manifestation of a leader's behavior, which concerns his ability to lead".

Leadership style is a very important factor in influencing organizational performance because leadership is the main activity by which organizational goals can be achieved. Leadership is a human factor, binding a group together and providing motivation to achieve goals that have been previously set by the organization. Without effective leadership, individuals and groups tend to have no direction, are dissatisfied and are less motivated to show achievements in completing work (Fikri, 2008:78).

Understanding Job Stress

Suwatno and Priansa (2011:94) stated that work stress is a condition where there are one or more factors in the workplace that interact with workers so that they interfere with physiological conditions and behavior. Work stress will arise if there is a gap between the individual's abilities and the demands of his work.

According to Afandi (2018:164), work stress is an adjustment response mediated by individual differences and/or psychological processes which are a consequence of any external action (environment), situation or event that determines demands.

excessive psychological and/or physical to a person. Job stress is a complex, varied, and dynamic process in which stressors, views of stress itself, short-term responses, health impacts, and their variables are interrelated.

Asrani (2013:69) identified negative employee behavior that affects the organization. According to the research conducted, stress faced by employees is correlated with decreased work performance, such as increased absenteeism, boredom in work routines, disruption of normal work activities and the tendency to experience accidents are some of the negative impacts caused by work stress.

Definition of Compensation

Basically, compensation is an award or reward for workers who have contributed to realizing their goals, through activities called work. According to Nawawi (2014:98), providing proper compensation can not only affect the material conditions of employees, but can also calm the employee's mind to work more diligently and have initiative.

Saraswati (2014:145), stated that there are two things that companies need to remember in providing compensation. First, the compensation given must be felt to be fair by employees and second, the amount of compensation is not much different from what employees expect. If these two things can be met, then employees will feel satisfied, satisfaction will trigger employees to continue to improve their performance.

According to Simamora (2014: 451), an individual's motivation to work is when he feels that the rewards are distributed fairly. The more they are given wages/salaries proportionally to other employees who hold the same position, the more they appreciate the work in their organization.

Understanding Employee Work Performance

According to Sunyoto (2015:18) "Work performance is a work result achieved by someone in completing the work assigned to him. Without high work performance, the work tasks completed will be less than optimal."

Mangkunegara (2013:67) defines work performance as the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

New employee performance can be known after an assessment is carried out. Performance assessments that are carried out properly, orderly and correctly can help increase work motivation and at the same time increase employee loyalty. Sulistyowati (2018) explains that employee performance has an important meaning for employees to get attention from their superiors. In addition to increasing employee work enthusiasm, because with this performance assessment, it is possible for employees who excel to be promoted, developed and given awards for their achievements. And conversely, employees who do not perform well may be demoted.

Someone who has good work performance will get a higher award. If the award is felt to exist and is

adequate, then employee job satisfaction will increase because they receive awards in positions that are in accordance with their work performance. On the other hand, if the award is seen as insufficient for a level of their work performance, the job dissatisfaction will then become feedback that will affect future work performance (Mangkunegara, 2013).

RESEARCH METHODS

This research was conducted at PT. Multimas Nabati Asahan Medan, located at B&G Tower Building, Jl. Putri Hijau No.10, Medan, which is engaged in the processing of palm oil, especially cooking oil products used daily. The scope of this study is leadership style, work stress, compensation and employee work performance. The study was conducted from April 1, 2024 to May 25, 2024. The author used a sampling technique called census sampling, meaning sample determination when all members of the population are used as samples.

RESEARCH RESULTS AND DISCUSSION

Descriptive Analysis

Descriptive analysis was conducted to determine the frequency and percentage values obtained from each alternative answer given by each respondent in the research questionnaire. The description of the answer assessment scores for each variable in this study is as follows:

1. Description of the assessment scores for the leadership style variables

Table 1. Number and Percentage of Respondents' Answers Regarding Leadership Style

| No | Statement | Number and Percentage of Respondents' Answers | | | | | | | | | |
|----|--|---|------|----|------|----|------|----|------|-----|---|
| | | SS | | S | | KS | | TS | | STS | |
| | | F | % | F | % | F | % | F | % | F | % |
| 1 | The leadership always involves participation of subordinates in every problem solving, | 46 | 52.3 | 28 | 31.8 | 10 | 11.4 | 4 | 4.5 | 0 | 0 |
| 2 | If there is a problem, the leader is willing to help and provide solutions in order to reach a decision. agency, | 18 | 20.5 | 28 | 31.8 | 37 | 42 | 5 | 5.7 | 0 | 0 |
| 3 | Leaders always try to encourage their subordinates to improve their abilities, | 26 | 29.5 | 40 | 45.5 | 17 | 19.3 | 5 | 5.7 | 0 | 0 |
| 4 | The leadership appreciates and praising subordinates who produce good performance, | 35 | 39.8 | 39 | 44.3 | 14 | 15.9 | 0 | 0 | 0 | 0 |
| 5 | Leaders are able to create good relationship with subordinates, | 14 | 15.9 | 38 | 43.2 | 24 | 27.3 | 12 | 13.6 | 0 | 0 |
| 6 | Employees get clear direction from management regarding the tasks assigned, | 34 | 38.6 | 44 | 50 | 10 | 11.4 | 0 | 0 | 0 | 0 |
| 7 | The leadership tries to prevent conflict from occurring. between fellow employees, | 31 | 35.2 | 37 | 42 | 20 | 22.7 | 0 | 0 | 0 | 0 |

ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, WORK STRESS AND COMPENSATION ON EMPLOYEE WORK PERFORMANCE AT PT. MULTIMAS NABATI ASAHAN MEDAN

Adrian Babtissay Simbolon et al

| | | | | | | | | | | | |
|----------------|---|-----|-------|-----|------|-----|------|----|------|---|---|
| 8 | The leader corrects the error his subordinates without using harsh words, | 56 | 63.6 | 25 | 28.4 | 7 | 8 | 0 | 0 | 0 | 0 |
| Total | | 262 | 295.5 | 281 | 317 | 140 | 158 | 21 | 29.5 | 0 | 0 |
| Average | | | 36.9 | | 39.6 | | 19.7 | | 3.7 | | 0 |

Source: Data Processed From Research Results, 2024

Based on table 1. it can be seen that respondents who chose the answer strongly agree were 36.9%; respondents who chose the answer agree were 39.6%; respondents who chose the answer less agree were 19.8%; respondents who chose the answer disagree were 3.7%; respondents who chose the answer strongly disagree were 0%. From the total respondents' answers, there were 76.6% of respondents who chose the answer strongly agree and the answer agree where the percentage process of the answer was between the assessment scores between 70 and 79. This shows that the leadership style in the company is in the good category. While from the total respondents' answers, there were 3.7% of respondents who chose the answer disagree. This shows that there are still weaknesses in this company related to the problem of leadership style, namely leaders who are less able to create good relationships with employees, the lack of willingness of leaders to help provide solutions in solving problems and leaders who do not encourage subordinates to improve their abilities.

2. Description of the assessment scores for answers to work stress variables

Table 2. Number and Percentage of Respondents' Answers Regarding Work Stress

| No | Statement | Number and Percentage of Respondents' Answers | | | | | | | | | |
|----------------|---|---|------|-----|-------|-----|-------|-----|-------|-----|------|
| | | SS | | S | | KS | | TS | | STS | |
| | | F | % | F | % | F | % | F | % | F | % |
| 1 | Job demands given the company leader is appropriate. | 0 | 0 | 17 | 19.3 | 39 | 44.3 | 28 | 31.8 | 4 | 4.5 |
| 2 | Leaders are fair in dividing tasks to every employee. | 4 | 4.5 | 25 | 28.4 | 28 | 31.8 | 31 | 35.2 | 0 | 0 |
| 3 | Tasks given by the leader company according to employee capacity | 0 | 0 | 0 | 0 | 40 | 45.5 | 39 | 44.3 | 9 | 10,2 |
| 4 | The roles assigned by leadership do not conflict with each other one another. | 0 | 0 | 3 | 3.4 | 35 | 39.8 | 45 | 51.1 | 5 | 5.7 |
| 5 | Employees have a relationship that good with fellow employees. | 6 | 6.8 | 27 | 30.7 | 30 | 34.1 | 25 | 28.4 | 0 | 0 |
| 6 | Rewards for services rendered company according to the work done. | 2 | 2.3 | 16 | 18.2 | 31 | 35.2 | 34 | 38.6 | 5 | 5.7 |
| 7 | Employees have the opportunity the same to develop a career. | 4 | 4.5 | 20 | 22.7 | 36 | 40.9 | 28 | 31.8 | 0 | 0 |
| 8 | The leader explains about duties and functions of employees. | 2 | 2.3 | 20 | 22.7 | 45 | 51.1 | 17 | 19.3 | 5 | 5.7 |
| Total | | 18 | 20,5 | 128 | 145,5 | 284 | 322,7 | 247 | 280,7 | 28 | 31,8 |
| Average | | | 2.6 | | 18.2 | | 40.3 | | 35.1 | | 4 |

Source: Data Processed From Research Results, 2024

Based on table 2, it can be seen that the respondents who chose the answer strongly agree were 2.6%; the

respondents who chose the answer agree were 18.2%; the respondents who chose the answer less agree were 40.3%; the respondents who chose. The number of disagree answers was 35%; respondents who chose the answer strongly disagree was 3.9%.

From the total respondents' answers, there were 20.8% of respondents who chose the answer strongly agree and the answer agree where the percentage process of the answer was between the assessment score <50. This shows that work stress in the company is in the very bad category. While from the total respondents' answers, there were 38.9% of respondents who chose the answer strongly disagree and disagree. This shows that there are still weaknesses in this company related to the problem of work stress, namely the tasks given are not in accordance with capacity, the roles set by leaders are contradictory and the rewards for services are not in accordance with the tasks performed.

3. Description of the assessment score of the answers to the compensation variable

Table 3. Number and Percentage of Respondents' Answers Regarding Compensation

| No | Statement | Number and Percentage of Respondents' Answers | | | | | | | | | |
|----------------|--|---|------|-----|-------|-----|-------|-----|-------|-----|------|
| | | SS | | S | | KS | | TS | | STS | |
| | | F | % | F | % | F | % | F | % | F | % |
| 1 | The job demands given by the company leader are appropriate. | 0 | 0 | 17 | 19.3 | 39 | 44.3 | 28 | 31.8 | 4 | 4.5 |
| 2 | The leader is fair in distribute tasks to each employee. | 4 | 4.5 | 25 | 28.4 | 28 | 31.8 | 31 | 35.2 | 0 | 0 |
| 3 | Tasks given by the leader company according to employee capacity | 0 | 0 | 0 | 0 | 40 | 45.5 | 39 | 44.3 | 9 | 10,2 |
| 4 | The roles assigned by leadership do not conflict with each other one another. | 0 | 0 | 3 | 3.4 | 35 | 39.8 | 45 | 51.1 | 5 | 5.7 |
| 5 | Employees have good relationships with fellow employees. | 6 | 6.8 | 27 | 30.7 | 30 | 34.1 | 25 | 28.4 | 0 | 0 |
| 6 | The compensation given by the company is in accordance with the work that is done. | 2 | 2.3 | 16 | 18.2 | 31 | 35.2 | 34 | 38.6 | 5 | 5.7 |
| 7 | Employees have equal opportunities to develop career. | 4 | 4.5 | 20 | 22.7 | 36 | 40.9 | 28 | 31.8 | 0 | 0 |
| 8 | The leader explains the duties and functions of employees. | 2 | 2.3 | 20 | 22.7 | 45 | 51.1 | 17 | 19.3 | 5 | 5.7 |
| Total | | 18 | 20,5 | 128 | 145,5 | 284 | 322,7 | 247 | 280,7 | 288 | 31,8 |
| Average | | | 2.6 | | 18.2 | | 40.3 | | 35.1 | | 4 |

Source: Data Processed From Research Results, 2024

Based on table 3. it can be seen that the respondents who chose the answer strongly agree were 40.8%; the respondents who chose the answer agree were 35.8%; the respondents who chose the answer less agree were 20.4%; the respondents who chose the answer disagree were 3%; the respondents who chose the answer strongly disagree were 0%.

Of the total respondents' answers, 76.6% of respondents chose the answer "strongly agree" and the answer "agree" where the percentage process for these answers was between the assessment scores of 70 and 79. This shows that compensation in the company is in the good category. While from the total respondents' answers, there

ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, WORK STRESS AND COMPENSATION ON EMPLOYEE WORK PERFORMANCE AT PT. MULTIMAS NABATI ASAHAN MEDAN

Adrian Babtissay Simbolon et al

are 3% of respondents who chose the answer disagree. This shows that there are still weaknesses in this company related to compensation issues, namely in terms of providing bonuses that are not as expected, health insurance provided by the company is still inadequate and the provision of wages that are not appropriate for additional working hours.

4. Description of the assessment score for answers to employee work performance variables

Table 4. Number and Percentage of Respondents' Answers Regarding Employee Work Performance

| No , | Statement | Number and Percentage of Respondents' Answers | | | | | | | | | |
|----------------|---|---|-------|-----|-------|-----|-------|----|------|-----|---|
| | | SS | | S | | KS | | TS | | STS | |
| | | F | % | F | % | F | % | F | % | F | % |
| 1 | The amount of the basic salary given is in accordance with the job | 51 | 58 | 28 | 31.8 | 9 | 10.2 | 0 | 0 | 0 | 0 |
| 2 | The company provides appropriate wages for additional working hours, | 18 | 20.5 | 30 | 34.1 | 35 | 39.8 | 5 | 5.6 | 0 | 0 |
| 3 | The company gives awards to employees who are on time and rarely absent, | 35 | 39.8 | 33 | 37.5 | 16 | 18.2 | 4 | 4.5 | 0 | 0 |
| 4 | The company provides annual bonuses to employees to continuously improve performance, | 27 | 30.7 | 38 | 43.2 | 17 | 19.3 | 6 | 6.8 | 0 | 0 |
| 5 | Health insurance provided by the company makes employees feel safe working at the company. the, | 17 | 19.3 | 34 | 38.6 | 31 | 35.3 | 6 | 6.8 | 0 | 0 |
| 6 | The company provides old age benefits for employees who have entered retirement, | 39 | 44.3 | 34 | 38.7 | 15 | 17.0 | 0 | 0.0 | 0 | 0 |
| 7 | Supporting facilities and equipment the work provided by the company is quite adequate, | 48 | 54.5 | 29 | 33 | 11 | 12.5 | 0 | 0.0 | 0 | 0 |
| 8 | The company provides dining and worship facilities. comfortable, | 52 | 59.1 | 26 | 29.5 | 10 | 11.4 | 0 | 0 | 0 | 0 |
| Total | | 287 | 326.2 | 252 | 286.4 | 144 | 163.7 | 21 | 23.7 | 0 | 0 |
| Average | | | 40.8 | | 35.8 | | 20.4 | | 3 | | 0 |

Source: Data Processed From Research Results, 2024

Based on table 4, it can be seen that respondents who chose the answer strongly agree were 44.3%; respondents who chose the answer agree were 34.5%; respondents who chose the answer less agree were 17.9%; respondents who chose the answer disagree were 3.3%; respondents who chose the answer strongly disagree were 0%.

From the total respondents' answers, there were 78.8% of respondents who chose the answer strongly agree and the answer agree where the percentage process of the answer was between the assessment scores between 70 and 79. This shows that the work performance in the company is in the good category. While from the total respondents' answers, there were 3.3% of respondents who chose the answer disagree. This shows that there are still Weaknesses in this company are related to work performance issues, namely the lack of punctuality and accuracy of employees in completing work, the lack of employee willingness to work overtime, and the lack of employee ability to make daily decisions.

Normality Test

The Normality Test aims to test whether in the regression model the disruptive or residual variables have a normal distribution. The results of the normality test for the leadership style variable, work stress variable, compensation variable, and employee work performance variable are as follows:

Table 6. Results of the Normality Test using One Sample Kolgomorov-Smirnov for the Influence between Leadership Style Variables, Work Stress Variables, Compensation Variables and Employee Work Performance Variables

| One-Sample Kolmogorov-Smirnov Test | | |
|------------------------------------|----------------|--------------------|
| Unstandardized Residual | | |
| N | | 88 |
| Normal Parameters ^{a,b} | Mean | ,0000000 |
| | Std. Deviation | 2.01464759 |
| Most Extreme Differences | Absolute | ,078 |
| | Positive | ,065 |
| | Negative | -,078 |
| Test Statistics | | ,078 |
| Asymp. Sig. (2-tailed) | | ,200 ^{CD} |

- 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 From Research Results, 2024

Based on Table 6. show that the data is normally distributed because the values *Asymp.sig. (2-tailed)* of 0.200, which is above the significance level of 0.05 (5%).

Multicollinearity Test

The multicollinearity test aims to test whether the regression model finds a correlation between independent variables. The results of the multicollinearity test for the influence between leadership style variables, work stress variables, compensation variables on employee work performance variables are as follows:

Table 5. Results of Multicollinearity Test for the Influence between Leadership Style Variables, Work Stress Variables, Compensation Variables and Employee Work Performance Variables

| Coefficients ^a | |
|---------------------------|------------------|
| Unstandardize d | Standardize d |
| | |

ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, WORK STRESS AND COMPENSATION ON EMPLOYEE WORK PERFORMANCE AT PT. MULTIMAS NABATI ASAHAN MEDAN

Adrian Babtissay Simbolon et al

| Model | Coefficients | | Coefficients | T | Sig. | Collinearity Statistics | |
|------------------|--------------|------------|--------------|--------|------|-------------------------|-------|
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1 (Constant) | 1,750 | 2,063 | | ,848 | ,399 | | |
| Leadership Style | ,492 | ,105 | ,427 | 4,669 | ,000 | ,312 | 3,200 |
| Job Stress | -,149 | ,064 | -,129 | -2,323 | ,023 | ,841 | 1,189 |
| Compensation | ,573 | ,097 | ,543 | 5,916 | ,000 | ,310 | 3,222 |

a. Dependent Variable: Work Performance

Source: Data Processed From Research Results, 2024

Table 5 shows that the VIF value for the variables of leadership style, work stress and compensation is less than 10 or the Tolerance (T) value is more than 0.10, so it can be firmly concluded that there is no problem with multicollinearity or that multicollinearity does not occur so that the results of this test can be said to be reliable or trustworthy.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is inequality of variance from the residual of one observation to another. The results of the heteroscedasticity test for the influence between leadership style variables, work stress variables, compensation variables on employee work performance variables are as follows:

Table 6. Results of Heteroscedasticity Test for the Influence between Leadership Style Variables, Work Stress Variables, Compensation Variables and Employee Work Performance Variables

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 1,763 | 1,366 | | 1,291 | ,200 |
| Leadership Style | ,077 | ,070 | ,213 | 1,106 | ,272 |
| Job Stress | -,054 | ,043 | -,149 | -1,274 | ,206 |
| Compensation | -,048 | ,064 | -,145 | -,750 | ,455 |

a. Dependent Variable: ABS_RES

Source: Data Processed From Research Results, 2024

Table 6 shows a heteroscedasticity significance value greater than 0.05, so it can be concluded that there is no heteroscedasticity between the variables of leadership style, work stress and compensation on employee work performance.

Multiple Linear Regression Analysis

The results of multiple regression analysis using SPSS Statistics 25.0 for the influence between leadership style variables, work stress variables and compensation variables on employee work performance variables are as follows:

Table 7. Results of Multiple Linear Regression Analysis for the Influence between Leadership Style Variables, Work Stress Variables, Compensation Variables and Employee Work Performance Variables

Coefficientsa

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1,750 | 2,063 | | ,848 | ,399 |
| | Leadership Style | ,492 | ,105 | ,427 | 4,669 | ,000 |
| | Job Stress | -,149 | ,064 | -,129 | -2,323 | ,023 |
| | Compensation | ,573 | ,097 | ,543 | 5,916 | ,000 |

a. Dependent Variable: Work Performance

Source: Data Processed From Research Results, 2024

Based on Table 7, the multiple linear regression equation in the study is: $Y = 1.750 + 0.492X_1 - 0.149X_2 + 0.573X_3$

In the coefficient table, the constant is 1.750. The score for the leadership style variable is 0.492, the score for the work stress variable is -0.149 and the score for the compensation variable is 0.573. From these scores, it can be seen that the leadership style variable and the compensation variable have positive values, which means that the better the leadership style and compensation, the employee's work performance will increase, while work stress has a negative value, which means that the higher the work stress, the employee's work performance will decrease at PT. Multimas Nabati Asahan Medan

Multiple Linear Correlation Coefficient Test

The results of the multiple linear coefficient test for the influence between leadership style variables, work stress variables, compensation variables and employee work performance variables are as follows;

Table 8. Results of Multiple Linear Coefficient Test Interpretation Reference for the Influence of Leadership Style Variables (X1), Work Stress Variables (X2), Compensation Variables (X3) and Employee Work Performance Variables (Y)

| Variable Relationship | Correlation | | |
|-----------------------|-------------|----------------------|--------------------|
| | Rcount | Coefficient Interval | Relationship Level |
| Ry, X1, X2, X3 | 0.884 | 0,800 – 1,000 | Very strong |

Source: Data Processed from Research Results, 2024

Based on Table 8. r resultsThe calculation is 0.884 which is in the coefficient interval between 0.800 – 0.100 which is at the very strong category relationship level. So it can be concluded that the multiple linear correlation coefficient test for the influence between the style variables leadership, work stress variables and compensation variables on employee work performance variables are very strong.

Partial Hypothesis Test or t-Test

The results of the hypothesis test for the influence between leadership style variables, work stress variables and compensation variables individually in explaining employee work performance variables are as follows;

Table 9. Results of Partial Hypothesis Test or t-Test for the Influence of Leadership Style Variables, Work Stress Variables, Compensation Variables and Employee Work Performance Variables

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|-----------------------------|------------|---------------------------|---|------|
| | B | Std. Error | Beta | | |

ANALYSIS OF THE INFLUENCE OF LEADERSHIP STYLE, WORK STRESS AND COMPENSATION ON EMPLOYEE WORK PERFORMANCE AT PT. MULTIMAS NABATI ASAHAN MEDAN

Adrian Babtissay Simbolon et al

| | | | | | | |
|---|------------------|-------|-------|-------|--------|------|
| 1 | (Constant) | 1,750 | 2,063 | | ,848 | ,399 |
| | Leadership Style | ,492 | ,105 | ,427 | 4,669 | ,000 |
| | Job Stress | -,149 | ,064 | -,129 | -2,323 | ,023 |
| | Compensation | ,573 | ,097 | ,543 | 5,916 | ,000 |

a. Dependent Variable: Work Performance

Source: Data Processed From Research Results, 2024

Based on table 9, it shows that the t valuecount for the leadership style variable is 4.669. The ttable value is 1.6632 obtained from the degree of freedom (df) = n (number of samples) - k (number of independent and dependent variables) = 88 - 4 = 84. Thus tcount \geq ttable (4.669 \geq 1.6632) and sig. for the leadership style variable is 0.000 which means it is smaller than the α value (0.05). So it can be concluded that H0 is rejected and Ha is accepted. This means that leadership style has a positive and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan. Based on these results, it can be said that the better the leadership style, the employee work performance will increase. Conversely, if the leadership style is worse, the employee work performance will decrease. The tcount value for the work stress variable is 2.323. The ttable value is 1.6632 obtained from the degree of freedom (df) = n (number of samples) - k (number of independent and dependent variables) = 88 - 4 = 84. Thus tcount \geq ttable (2.323 \geq 1.6632) and sig. for the work stress variable is 0.023 which means it is smaller than the α value (0.05). So it can be concluded that H0 is rejected and Ha is accepted. This means that work stress has a negative and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan. Based on these results, it can be said that the higher the work stress, the employee work performance will decrease. Conversely, if the work stress is lower, the employee work performance will increase.

t valueThe calculation for the work stress variable is 5.916. The ttable value is 1.6632 which is obtained from the degree of freedom (df) = n (number of samples) - k (number of independent and dependent variables) = 88 - 4 = 84. Thus tcount \geq ttable (5.916 \geq 1.6632) and sig. for the compensation variable is 0.000 which means it is smaller than the α value (0.05). So it is concluded that H0 is rejected and Ha is accepted. This means that compensation has a positive and significant effect on employee performance at PT. Multimas Nabati Asahan Medan. This means that the better the compensation given, the employee's performance will increase. Conversely, if the compensation given is worse, the employee's performance will decrease.

Simultaneous Hypothesis Test or F Test

The results of the simultaneous hypothesis test or F test for the influence between the leadership style variables, work stress variables and compensation variables together on employee work performance variables are as follows:

Table 10. Results of Simultaneous Hypothesis Testing or F Test for the Influence of Leadership Style Variables, Work Stress Variables and Compensation Variables on Employee Work Performance Variables

| | | ANOVA | | | | |
|-------|------------|----------------|----|-------------|--------|------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 1256,782 | 3 | 418,927 | 99,655 | ,000 |
| | Residual | 353,116 | 84 | 4,204 | | b |
| | Total | 1609,898 | 87 | | | |

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Compensation, Job Stress, Leadership Style

Source: Data Processed From Research Results, 2024

From Table 10. above, the F value is known.count of 99.655. The Ftable value of 2.712 is obtained from degree of freedom 2 or degree of freedom 1 (df 1) = k (number of variables) - 1

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= 4 - 1 = 3. Next is the degree of freedom 2 or degrees of freedom 2 (df 2) = n (number of samples) - k (number of independent variables) = 88 - 3 = 85. Thus $F_{count} \geq F_{table}$ ($99.655 \geq 2.712$) and the significance value of 0.000 is smaller than the α value of 0.05 and. So it can be concluded that H_0 is rejected and H_a is accepted. This means that leadership style, work stress and compensation have a positive and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan. This means that the tendency to increase in leadership style, work stress and work compensation will be followed by an increase in employee work performance at PT. Multimas Nabati Asahan Medan.

Calculation of the Coefficient of Determination

The coefficient of determination (R^2) essentially measures how far the model's ability to explain the variation of the dependent variable. The results of the calculation of the coefficient of determination for the contribution between the leadership style variable, the work stress variable and the compensation variable with the employee work performance variable are as follows:

Table 11. Results of Calculation of Determination Coefficient for the Influence of Leadership Style Variables, Work Stress Variables, Compensation Variables and Employee Work Performance Variables

| Model Summary ^b | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .884 ^a | .781 | .773 | 2.05031 |

a. Predictors: (Constant), Compensation, Job Stress, Leadership Style

b. Dependent Variable: Job Performance

Source: Data Processed From Research Results, 2024

From Table 11. it is known that the value of Adjusted R Square is 0.773, meaning that the variables of leadership style, work stress and compensation to improve employee work performance variables at PT. Multimas Nabati Asahan Medan is 0.773 or 77.3%, while the remaining 0.227 or 22.7% is influenced by other variables not examined in this study such as motivation, work discipline, communication, and so on.

DISCUSSION

The Influence of Leadership Style on Employee Work Performance at PT. Multimas Nabati Asahan Medan

According to Kartono (2016:25), leadership style is the behavioral patterns applied by a leader in working through others as perceived by people. Leadership plays a central role in understanding individual behavior, because leaders are the ones who usually provide direction to achieve goals.

This is supported by the overall respondent's answers to the statement of the leadership style variable which states that there are 76.6% of respondents who choose the answer strongly agree and the answer agree where the percentage process of the answer is between the assessment scores between 70 and 79. This shows that the leadership style in the company is in the good category. While from the overall respondent answers there are 3.7% of respondents who choose the answer disagree. This shows that there are still weaknesses in this company related to the problem of leadership style at PT Multimas Nabati Asahan Medan, namely leaders who are less able to

create good relationships with employees, the lack of willingness of leaders to help provide solutions in solving problems and leaders are less encouraging subordinates to improve their abilities.

Based on the partial hypothesis test or t-test, it is known that leadership style partially has a positive effect on employee work performance at PT. Multimas Nabati Asahan Medan. This is in accordance with the initial hypothesis of the researcher because basically leadership style has an effect on employee work performance.

The Influence of Work Stress on Employee Work Performance at PT. Multimas Nabati Asahan Medan

According to Afandi (2018:164), work stress is a complex, varied, and dynamic process where stressors, views on stress itself, short responses, health impacts, and variables are interrelated.

This is supported by the overall respondent answers to the statement of the work stress variable which states that there are 20.8% of respondents who chose the answer strongly agree and the answer agree where the percentage process of the answers is between the assessment scores below 50. This shows that work stress in the company is in the very bad category. While from the total respondents' answers, there were 38.9% of respondents who chose the answers strongly disagree and disagree. This shows that there are still weaknesses in this company related to the problem of work stress at PT. Multimas Nabati Asahan Medan, namely the tasks given are not in accordance with capacity, the roles set by leaders are contradictory and the rewards for services are not in accordance with the tasks carried out. Based on the partial hypothesis test or t-test, it is known that work stress partially has a negative effect on employee work performance at PT. Multimas Nabati Asahan Medan. This shows that the higher the employee's work stress, the lower the employee's work performance at PT. Multimas Nabati Asahan Medan. This is in accordance with The researcher's initial hypothesis was that work stress influences employee work performance.

The Influence of Job Satisfaction on Employee Performance at PT. Multimas Nabati Asahan Medan

According to Simamora (2015:442), compensation is a financial reward and tangible services and benefits received by employees as part of the employment relationship. The level of compensation from the employer company is closely related to the work performance of employees, because the greater the compensation given to workers, the more they can improve their work performance so that they work harder.

This is supported by the overall respondent's answer to the statement of the compensation variable which states that there are 76.6% of respondents who choose the answer strongly agree and the answer agree where the percentage process of the answer is between the assessment score between 70 to 79. This shows that compensation in the company is in the good category. While from the overall respondent's answer there are 3% of respondents who choose the answer disagree. This shows that there are still weaknesses in this company related to compensation issues at PT. Multimas Nabati Asahan Medan, namely in terms of providing bonuses that are not as expected, health insurance provided by the company is still inadequate and the provision of wages that are not appropriate for additional working hours.

Based on the partial hypothesis test or t-test, it can be seen that the t-test produced from the partial hypothesis test or t-test for the influence between compensation variables individually in explaining employee work performance variables is 5.916, while the t-table produced from the partial hypothesis test or t-test for the influence between compensation variables on employee work performance is 1.6632 ($df = n - k$, $df = 88 - 4$, $df = 84$) with an error rate of 5%, this means that $t\text{-test} > t\text{-table}$ ($5.916 > 1.6632$) which means that H_0 is rejected and H_a is accepted. Based on the results of the partial test (t-test), it was obtained that compensation partially has a positive effect on employee work performance at PT. Multimas Nabati Asahan Medan. This shows that the better the compensation received by employees, the more employee work performance increases at PT. Multimas Nabati Asahan Medan. This is in accordance with the researcher's initial hypothesis because basically compensation is one of the important elements that contribute to employee work performance.

The Influence of Leadership Style, Work Stress and Compensation on Employee Work Performance at PT.

Multimas Nabati Asahan Medan

According to Sunyoto (2015:18) "Work performance is a work result achieved by someone in completing the work assigned to him. Without high work performance, the work tasks completed will be less than good." From the total respondents' answers, there were 78.8% of respondents who chose the answer strongly agree and the answer agree where the percentage process of the answer was between the assessment scores between 70 and 79. This shows that employee performance in this company is categorized as good (see table 3.5.). While from the total respondents' answers, there were 3.3% of respondents who chose the answer disagree. This shows that there are still weaknesses in this company related to work performance issues, namely the lack of punctuality and accuracy of employees in completing work, the lack of employee willingness to work overtime, and the lack of employee ability to make daily decisions.

The researcher also examined matters related to leadership style, work stress and compensation on employee work performance, namely from the results of the T test which showed that t_{count} of leadership style $\geq t_{table}$ ($3.725 \geq 1.6632$), t_{count} of work stress $\geq t_{table}$ ($2.323 \geq 1.6632$), t_{count} of compensation $\geq t_{table}$ ($3.481 \geq 1.6632$) and the sig. value for the three variables is smaller than the value of $\alpha = 0.05$, which means that there is a partial positive influence between leadership style and compensation on employee work performance while work stress has a negative and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan.

This is in accordance with the initial hypothesis, namely that there is a positive and significant influence between leadership style and compensation on employee work performance, while work stress has a negative and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan. Thus, it can be concluded that the better the leadership style and compensation, the higher the employee work performance at PT. Multimas Nabati Asahan Medan. Meanwhile, the higher the work stress, the lower the employee work performance at PT. Multimas Nabati Asahan Medan.

Based on the calculation results of the coefficient of determination from IBM SPSS Statistics 25.0 for the contribution of leadership style variables (X1), work stress variables (X2), compensation variables (X3) to employee work performance variables (Y) at PT. Multimas Nabati Asahan Medan is 0.773 or 77.3%. This shows that the contribution of leadership style variables (X1), work stress variables (X2), compensation variables (X3) to employee work performance variables (Y) is 0.773 or 77.3%, while the remaining 0.227 or 22.7% is influenced by other variables not examined in this study, namely motivation, work discipline, communication, and so on.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the results of descriptive analysis, for the leadership style variable is in the good category, the work stress variable is in the very bad category, the compensation variable is in the good category and the employee work performance variable at PT. Multimas Nabati Asahan Medan is in the good category.

The results of partial hypothesis testing of the influence between leadership style on employee work performance at PT. Multimas Nabati Asahan Medan are $t_{count} \geq t_{table}$, which means that leadership style has a positive and significant influence on employee work performance at PT. Multimas Nabati Asahan Medan. This means that the better the leadership style, the more employee work performance will increase. Conversely, if the leadership style is worse, the more employee work performance will decrease. The results of partial hypothesis testing of the influence between work stress on employee work performance at PT. Multimas Nabati Asahan Medan are $t_{count} \geq t_{table}$, so it can be concluded that work stress negatively and significantly affect employee work performance at PT. Multimas Nabati Asahan Medan. This means that the higher the work stress, the lower the employee work performance. Conversely, if the work stress is lower, the employee work performance will increase.

The results of partial hypothesis testing of the influence of compensation on employee work performance at PT. Multimas Nabati Asahan Medan obtained $t_{count} \geq t_{table}$ so that compensation has a positive and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan. This means that the better the compensation given, the employee work performance will increase. Conversely, if the compensation given is worse, the employee work performance will decrease.

Based on the results of simultaneous hypothesis testing, the influence of leadership style, work stress and

compensation on employee work performance at PT. Multimas Nabati Asahan Medan obtained $F_{count} > F_{table}$. So it can be seen that leadership style, work stress and compensation together have a positive and significant effect on employee work performance at PT. Multimas Nabati Asahan Medan. This means that the tendency for increasing leadership style, work stress and compensation will be followed by an increase in employee work performance.

The results of the determination coefficient calculation show that the contribution of leadership style variables, work stress variables, and compensation variables to employee work performance variables is 0.773 or 77.3%. This shows that the contribution of leadership style variables, work stress variables and compensation variables to employee work performance variables is 0.773 or 77.3%, while the remaining 0.227 or 22.7% is influenced by other variables not examined in this study, namely motivation, work discipline, communication, and so on.

Suggestion

For the leadership style variable, the leader is expected to create good relationships with subordinates, the leader must help in solving problems, and the leader must provide training to develop employee abilities. Based on the research results, leaders are advised to apply a democratic leadership style so that employees feel more valued by providing input and suggestions to leadership in decision making.

For work stress variables, companies are expected to provide tasks that are appropriate to employee capacity, ensure that roles and tasks do not conflict with each other and also provide appropriate compensation for the work given to employees.

For compensation variables, companies are advised to reconsider providing bonuses to employees, adequate health insurance and appropriate wages for additional working hours.

For work performance variables, company leaders need to be more assertive in ensuring that employees complete their work well and on time, find out the reasons why employees are unwilling to work overtime and train employees to be able to make decisions related to daily work.

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