

THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN HUTA BAYU RAJA SUB-DISTRICT OFFICE

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Abstract

This study aims to see the influence of Leadership Style and Job Stress on Employee Performance both partially and simultaneously at the Huta Bayu Raja District Office. The type of research used is quantitative. The population in this study were employees of the Huta Bayu Raja sub-district office, totaling 31 people and determining the number of samples in this study by making the population a sample, but not including the head of the sub-district, because the subject of influence in this study was the head of the sub-district. So that the sample of this study amounted to 30 respondents. The data source for this research is primary data using a research instrument in the form of a questionnaire. The data collection method used is survey research. This study uses multiple linear regression analysis for statistical analysis and the regression model has been tested first in the classical assumption test. The results of the study stated that the partial test showed that Leadership Style had a significant positive effect on Employee Performance in the Huta Bayu Raja District Office, and the partial test showed that Job Stress had a significant negative effect on Employee Performance in the Huta Bayu Raja District Office. Taken together, Leadership Style and Work Stress have a significant effect on Employee Performance at the Huta Bayu Raja District Office. In the tcount test $2.923 > 1.703$ ttable, with a significant value of $0.007 < 0.05$ it was stated that there was a significant influence between leadership style on employee performance at the Huta Bayu Raja District Office. In the tcount test $-0.773 < 1.703$ ttable, with a significant value of $0.446 > 0.05$, it was stated that there was no effect of work stress on employee performance at the Huta Bayu Raja District Office. In the fcount test $4.461 > 3.32$ ftable, with a significant value of $0.021 < 0.05$ it was stated that simultaneously there was a significant influence between leadership style and work stress on employee performance in the Huta Bayu Raja District Office. The leadership style used in this study is a democratic leadership style, where the sub-district leader always involves employees in every decision-making deliberation as well as an unselfish and exemplary leader. 05 stated that jointly there is a significant influence between leadership style and work stress on employee performance in the Huta Bayu Raja District Office. The leadership style used in this study is a democratic leadership style, where the sub-district leader always involves employees in every decision-making deliberation as well as an unselfish and exemplary leader. 05 stated that jointly there is a significant influence between leadership style and work stress on employee performance in the Huta Bayu Raja District Office. The leadership style used in this study is a democratic leadership style, where the sub-district leader always involves employees in every decision-making deliberation as well as an unselfish and exemplary leader.

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

1. INTRODUCTION

In an organization, agencies or companies need humans to achieve their goals. The success of an organization/institution in achieving its goals is inseparable from its human resources, because HR will organize and manage other resources owned by the organization to help realize the goals of the organization itself. In this case the human resources needed are human resources who have good performance. All organizations or institutions certainly have specific strategies to achieve organizational goals. To achieve these goals, cooperation and expertise between

THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN HUTA BAYU RAJA SUB-DISTRICT OFFICE

Jopinus Saragih

individuals is needed to improve their performance. To achieve these goals, the organization should pay attention to the factors that can affect the performance of its employees.

The leader is a basic whole in every sector in life. A leader must have a leadership spirit to guide subordinates. Basically leadership is one of the strategic management functions, because leadership can move, empower, and direct resources effectively and efficiently towards achieving goals. The existence of leadership becomes more important to develop the future vision and mission of the organization. When observing the relationship between leaders and followers in the perspective of power, there are two kinds of sources of power that encourage leaders to act, namely position power and personal power. Leadership in the perspective of power owned by the leader can be seen from the Camat as a leader in the sub-district government.

In a government organization, success or failure in the implementation of employee services is influenced by leadership, through leadership and supported by adequate government, then the implementation of good governance will be realized, on the contrary, leadership weakness is one of the reasons for the collapse of bureaucratic performance. in Indonesia. According to Wikipedia "Leadership is a field of research as well as a practical skill that includes the ability of a person or an organization to "lead" or mentor other people, teams, or the entire organization".

In organizational life, the leadership style of a leader is an important thing to note. Leadership in an organization is required to be able to make the individuals in the organization they lead behave as desired by the leader to achieve organizational goals. Therefore a leader must be able to understand the behavior of individuals in the organization he leads to be able to find the right leadership style for his organization.

Another factor that affects employee performance is work stress. According to (Sunyoto, 2013:42) that stress is something that is natural and experienced by anyone, including employees. Stress experienced by employees can be caused by various factors, namely internal and external factors. (Sunyoto, 2013:44) excessive levels of stress cause employees in stressful conditions to be unable to cope with tasks that are too dense. Therefore, organizations must be able to manage how stress that has a negative impact on performance is transferred to a positive impact, even though the responsibility for managing this stress is not only borne by the organization but also individual employees. Stress is a condition of tension that affects one's emotions, thoughts and physical condition. Stress that is not handled properly usually results in a person's inability to interact positively with his environment, both in terms of the work environment and outside it. This means that employees in their institutions will face various negative symptoms that affect their performance at work.

2. LITERATURE REVIEW

Leadership

Leadership can be said as a way of a leader in directing, encouraging and managing all the elements in a group or organization to achieve a desired organizational goal so as to produce maximum service to members. By improving the quality of service means the achievement of one's work in realizing organizational goals. A leader is someone who has the authority to govern others. Someone who, in carrying out his work to achieve the goals set using the help of others, thus he needs to lead his employees. Not everyone who is appointed to be a leader can carry out their duties properly.

Leadership is an important part of management, because leadership is the ability of a person to influence other people to work to achieve goals and objectives. Blancard (2011: 52) states

leadership is as a person's ability and readiness to influence, guide, direct, and move other people so that they want to work in order to achieve common goals.

According to Dubrin (2005: 3), that leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause other people to act or respond and cause positive changes, important dynamic forces that motivate and coordinate the organization in order to achieve goals, the ability to create self-confidence and support among subordinates so that organizational goals can be achieved. Leadership does not have to be limited by bureaucratic rules or manners.

Leadership Style

Leadership style is the overall pattern of a leader's actions both visible and invisible to his subordinates. Leadership style describes a consistent combination of philosophy, skills, traits and attitudes that underlie one's behavior. Leadership style shows directly or indirectly about a leader's belief in the abilities of his subordinates. This means that leadership style is behavior and strategy as a result of a combination of philosophy, skills, traits, attitudes that are often applied by a leader when he tries to influence his subordinates. Leadership style according to Pranowo (2011: 165) is the ability to influence followers regarding the use of power and acceptance of the leader by his followers. According to (Nawawi, 2003: 115) leadership style is the behavior or method chosen and used by the leader in influencing the thoughts, feelings, attitudes and behavior of the members of his subordinate organization. Below will be discussed several leadership styles that greatly affect the success of a leader in influencing the behavior of his followers.

Work Stress

According to Mangkunegara (2005: 157) work stress is a feeling of pressure or pressure experienced by employees in dealing with work. This work stress can cause emotional instability, feeling uneasy, likes to be alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure and experiencing digestive disorders.

For many people, stress is their reaction to problems, resulting in chest pain, heartburn, headaches, or palpitations, and so on. Many scientists complained about this confusion and one physician concluded in a 1951 issue of the British Medical Journal that, Stress is not only being itself, it is also itself a cause, and a result of itself. Stress is the way humans react both physically and mentally to changes, events, and situations in their lives. People experience stress in different ways and for different reasons, reactions are based on the sufferer's perception of an event or situation, such as if we view a situation negatively, we may feel stressed, overwhelmed, oppressed, or out of control.

Performance

According to Mangkunegara (2009:67) Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance in English is called Job Performance or Actual Performance or Level or Performance, which is the level of success of employees in completing their work. Performance is not an individual characteristic, such as talent or ability, but is a manifestation of the talent or ability itself. Performance is a manifestation of ability in the form of real work. Performance is the result of work achieved by employees in carrying out tasks and jobs that come from the organization.

THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN HUTA BAYU RAJA SUB-DISTRICT OFFICE**Jopinus Saragih**

According to Wilson (2012: 230) explains that the performance management system or performance management system is a process for identifying, measuring and evaluating the performance of employees in the company. According to Rivai (2004: 309) performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company.

Job Assessment

Mathis and Jackson (2001: 272) state that performance appraisal is a process of evaluating how well employees are doing their jobs when compared to a set of standards, and then communicating that information to employees. Sikula (2001: 272) states that performance appraisal is a process of estimating or determining the value, appearance, quality, or status of several objects, people or things. Performance appraisal is a systematic evaluation of the work that has been carried out by employees and is intended for development.

3. IMPLEMENTATION METHOD

The location of this research was conducted at the Huta Bayu Raja District Office which is located at Huta Bayu Raja, Simalungun Regency, Prov. North Sumatra, 21182, Indonesia. The population in this study were all employees in the Huta Bayu Raja District Office. The sample in this study were all employees in the Huta Bayu Raja District Office. The sampling technique in this study used the Saturated Sampling technique. To analyze the information data obtained by the author using multiple linear regression analysis, partial test (t test), simultaneous test (f test), and test the coefficient of determination.

4. RESULTS AND DISCUSSION**Multiple linear regression**

The results of multiple linear regression tests can be seen in the table below:

Table 1. Multiple Linear Regression Test Results
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	std. Error	Betas			
1	(Constant)	9,767	6,074		1,608	.119
	GKmpn	.508	.178	.478	2,858	.008
	stressKrj	-.086	.119	-.121	-.722	.477

Dependent Variable: Employee Performance

Based on table 1 the results obtained from the regression coefficients, it can be done in the form of a regression equation, as follows: $Y = a + b1X1 + b2X2 + e$

$$\text{Then, } Y = 9.767 + 0.508X1 + (-0.086)X2 + e$$

The multiple linear regression equation model of the results of the analysis can be interpreted as follows:

- The constant value (a) shows the value of employee performance (Y). The variables of leadership style and work stress are stated to be constant with an employee performance value of 9.767.

- b. The regression coefficient of the leadership style variable is positive, namely 0.508. This coefficient states that there is a positive influence between leadership style and employee performance, if the better the leadership style a leader has, the employee's performance will increase by 0.508.
- c. The regression coefficient of the work stress variable is negative, namely -0.086. This coefficient states that there is a negative influence between work stress and employee performance, meaning that any increase in work stress will decrease employee performance by 0.086.

Determination Coefficient Test (R²)

Following are the results of testing the coefficient of determination, namely:

Table 2. Determination Coefficient Test Results
Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.484a	.234	.206	2,556

a. Predictors: (Constant), Leadership Style

b. Dependent Variable: Employee Performance

Based on table 2, the results of the test for the coefficient of determination obtained an R Square value of 0.234. This means that 23.4% of the dependent variable is the performance of employees in the Huta Bayu Raja district office which can be explained by the independent variables of leadership style and work stress. While the remaining 76.6% (100% -23.4%) is explained by other variables not included in this research model.

Hypothesis testing

Hypothesis testing is a decision-making method based on data analysis, both from controlled experiments and observations.

a. T Test (Partial)

The T-test basically shows how far the influence of one independent variable individually explains the variation of the dependent variable tested at a significance level of 0.05 (Ghozali, 2013: 19).

Table 3. Hypothesis I T Test Results
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
	B	std. Error	Betas		
1 (Constant)	8054	5,543		1,453	.157
Leadership Style	.514	.176	.484	2,923	.007

Dependent Variable: Employee Performance

THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN HUTA BAYU RAJA SUB-DISTRICT OFFICE

Jopinus Saragih

1) Hypothesis I Leadership Style (X1)

The tcount value for the Leadership Style variable is 2.923 and a significance level is 0.007. Then the value in the distribution table is 5% (0.05), which is 1.703. Then the value of $t_{count} > t_{table}$ ($2.923 > 1.703$), which means that there are strong reasons for H1 to be accepted and H0 to be rejected. This is reinforced by the significance value ($0.007 < 0.05$), then there are reasons for H1 to be accepted and H0 to be rejected. So it can be interpreted that leadership style has a significant influence on employee performance at the Huta Bayu Raja District Office. Which means leadership style can have an impact on employee performance.

Table 4. Hypothesis II T Test Results
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	26011	2,402		10,830	.000
Work Stress	-.103	.133	-.145	-.773	.446

Dependent Variable: Employee Performance

2) Hypothesis II Work Stress (X2)

The tcount value for the Leadership Style variable is -0.773 and the significance level is 0.446. Then the value in the distribution table is 5% (0.05), which is 1.703. Then the value of $t_{count} > t_{table}$ ($-0.773 < 1.703$), which means H2 is rejected and H0 is accepted. This is reinforced by the significance value ($0.446 > 0.05$), then there are reasons for H2 being rejected and H0 being accepted. So it can be interpreted that work stress has no significant effect on employee performance at the Huta Bayu Raja District Office. Which means work stress does not affect the performance of employees.

b. F Test (Simultaneous)

The simultaneous test basically shows whether all the independent variables (leadership style and work stress) included in the regression model have a joint effect on the dependent variable (employee performance), (Ghozali, 2013: 98).

Table 5. F test results
ANOVAa

Model	Sum of Squares	Df	MeanSquare	F	Sig.
1 Regression	59,307	2	29,654	4,461	.021b
residual	179,493	27	6,648		
Total	238,800	29			

a. Dependent Variable: PerformancePg

b. Predictors: (Constant), Work Stress, Leadership Style

Based on table 5 above, it shows that Fcount is 4.461, while the results of the distribution Ftable with a significant level of 5% (0.05) are 3.32. This means that $F_{count} > F_{table}$ ($4.461 > 3.32$), so there is a strong reason that H3 is accepted and H0 is rejected. Strengthened by a significant value ($0.021 < 0.05$), then there are reasons for H3 being accepted and H0 being

rejected. So that the calculation concludes that the variable Leadership Style (X1) and Work Stress (X2) simultaneously affect the dependent variable, namely Employee Performance (Y).

5. CONCLUSION

Based on the results of the research conducted, the following conclusions can be obtained:

- There is a significant influence between leadership style on employee performance in the Huta Bayu Raja District Office. This is evidenced in the t-count test of $2.923 > 1.703$ ttable, with a significant value of $0.007 < 0.05$.
- There is no influence between work stress on employee performance at the Huta Bayu Raja District Office. This is evidenced in the t-test $-0.773 < 1.703$ ttable, with a significant value of $0.446 > 0.05$.
- There is a significant influence between leadership style and work stress on employee performance at the Huta Bayu Raja District Office simultaneously. This is evidenced in the fcount test $4.461 > 3.32$ ftable, with a significant value of $0.021 < 0.05$.
- The leadership style used in this study is a democratic leadership style, where the sub-district leader always involves employees in every decision-making deliberation as well as an unselfish and exemplary leader.

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THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN HUTA BAYU RAJA SUB-DISTRICT OFFICE

Jopinus Saragih

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THE INFLUENCE OF LEADERSHIP STYLE AND WORK STRESS ON EMPLOYEE PERFORMANCE IN HUTA BAYU RAJA SUB-DISTRICT OFFICE

Jopinus Saragih

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