THE INFLUENCE OF LEADERSHIP STYLE, MOTIVATION, AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT BANK SUMUT USU BRANCH

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Abstract

Human resources play a crucial role in the functioning of any company. Therefore, it is imperative to prioritize the well-being and development of employees. This research aims to analyze the influence of leadership style, motivation, and work environment on employee performance at PT Bank Sumut USU Branch. This study adopts a quantitative approach, utilizing an associative method. The sampling technique employed is non-probability sampling with a purposive sampling technique, resulting in a sample size of 34 respondents. The data analysis includes instrument testing, validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing. The findings demonstrate that leadership style, motivation, and work environment significantly impact employee performance at PT Bank Sumut USU Branch, both individually and collectively. The coefficient of determination test reveals a strong relationship between leadership style, motivation, work environment, and employee performance, with an R value of 0.338. Furthermore, the Adjusted R Square value indicates that leadership style, motivation, and work environment can explain 78.7% of employee performance, while the remaining 21.3% is influenced by other variables not examined in this study.

Keywords: Brand Reputation, Brand Image, Brand Loyalty

1. INTRODUCTION

The rapid development of the banking world requires every bank to be able to face very fierce competition. The success of a bank is highly dependent on the good and bad work productivity of the bank's employees. The desire to create optimal performance of a bank must be balanced by maximum employee productivity so as to achieve the targets set by the bank.
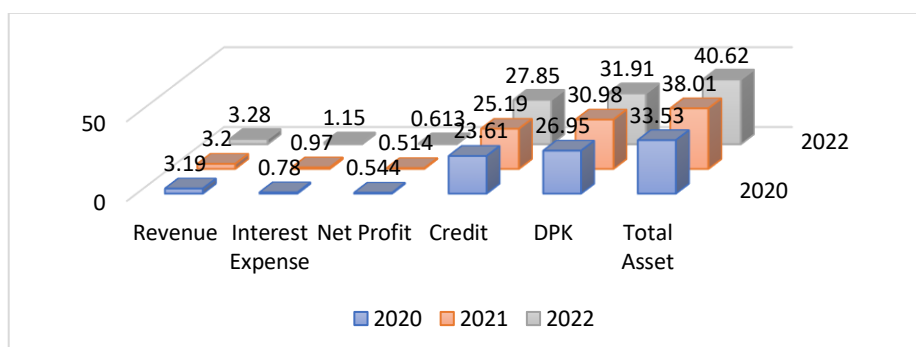

Figure 1. Diagram of Bank Sumut Development from Year to Year

PT Bank Pembangunan Daerah Sumatera Utara or Bank Sumut posted a net profit for the year of IDR 613.5 billion throughout 2022. The net profit grew by 19.21% compared to the previous year which amounted to Rp514.63 billion. The profit was supported by an increase in interest income which reached 29.95% (yoy) from IDR 3.2 trillion to IDR 4.16 trillion. However, the bank's interest expense also swelled 65.4% from Rp1.15 trillion to Rp1.91 trillion. However, Bank Sumut's net interest income still recorded an increase of 9.95%. Meanwhile, lending including sharia financing by PT Bank Sumut reached Rp27.85 trillion, an increase of 10.52% (yoy) from the previous Rp25.19 trillion. The increase in the number of loans provided brought PT Bank Sumut's total assets up 6.85% from Rp38.01 trillion to Rp40.62 trillion. In terms of funding, the bank managed to collect third party funds (DPK) reaching Rp31.91 trillion or 3% higher (yoy) from the previous Rp30.98 trillion. DPK growth mainly came from the low-cost funds component (Current Account Saving Account / CASA) in the form of current accounts and savings which grew 28.19% to Rp18.95 trillion. PT Bank Sumut remains determined to transform into a public company by conducting an Initial Public Offering (IPO) in 2022. Previously, the management of PT Bank Sumut had targeted an IPO in June 2022.

Based on data obtained from the official website of PT Bank Sumut, there was an increase in profit in 2021-2022. The fluctuations in profit in the last five years indicate that the performance and work productivity of PT Bank Sumut has not been maximized to maintain the company's increasing profits. The profit of PT Bank Sumut is certainly influenced by the good or bad work productivity of its employees. Every company certainly wants to have the best employees to be able to develop their company in a better direction.

According to Hidayat (2018) leadership style is a pattern of behavior designed in such a way as to influence subordinates in order to maximize the performance of their subordinates so that organizational performance and organizational goals can be maximized. The performance of individuals or groups of subordinates can be improved so that it ultimately contributes to improving the overall performance of the organization and achieving the goals set by the organization. Meanwhile, according to Yuliani & Siregar (2023), namely when employees are given directions by the leader, they will be accompanied and given input to carry out the directions that have been given, the leader has met leadership standards, is friendly with subordinates, is able to protect subordinates, often coordinates with subordinates. And also according to Subroto & Mas'ud (2016) leadership is the process used by leaders to direct the organization and provide examples of behavior towards followers (subordinates).

According to Veithzal Rivai Zainal (2011), a leader in implementing his leadership must be able to maturely implement his agency or organization, leadership is divided into five dimensions, namely:
1. Good cooperation and relationship skills
   a. Fostering cooperation with subordinates
   b. Establish good relationships with subordinates in the implementation of tasks that are the responsibility of each.
2. Ability that is effective
   a. Able to complete tasks beyond ability
   b. Completing tasks on time

3. Participative leadership
   a. Deliberative decision-making
   b. Able to research problems that occur on the job
4. Ability to delegate tasks or time
   a. Willing to bring personal and organizational interests to a broader interest, namely the interests of the organization using the remaining time for personal purposes.
   b. Able to complete tasks in accordance with the target
5. Ability to delegate tasks or authority
   a. A leader's responsibility in completing which tasks should be handled alone and which should be handled in groups
   b. Providing guidance and training in decision making

According to Winardi (2011) motivation is as a person's strength (energy) that can cause the level of persistence and enthusiasm in carrying out an activity, both from within itself (intrinsic motivation) and from outside the individual (extrinsic motivation). According to Inando (2021), motivation has a direct impact on the productivity and growth of the company, with or through this motivation employees will continue to try to carry out their responsibilities properly and without feeling any pressure in the process of carrying it out.

Work motivation is an influential condition to arouse, direct, and maintain behavior related to the work environment. As for some indicators of work motivation according to Hasibuan (2008), namely:

1. Driving force: A driving force is a kind of instinct, but only a broad force pushing in a general direction. However, the methods used in pursuing satisfaction of the driving force are different for each individual according to their cultural background.
2. Willpower: Willpower is the urge to do something because it is stimulated (influenced) from outside oneself. This word indicates that something will be done in reaction to a certain offer from outside.
3. Willingness: Willingness is a form of consent to the request of another person so that he grants a certain request without feeling forced to make the request.
4. Build expertise: Skill building is the process of creating or changing one's proficiency in a particular discipline.
5. Shaping skills: Skill is the ability to perform complex and well-organized patterns of behavior seamlessly and in accordance with the circumstances to achieve certain results.
6. Responsibility: Responsibility is a further consequence of performing a role, whether that role is a right or an obligation or satisfaction. In general, responsibility is defined as an obligation to do something or behave in a certain way.
7. Obligation: Obligation is something that must be carried out for something that is charged to it.
8. Objective: Objectives are statements about the desired state of affairs that the organization or company intends to bring about and as statements about the future state of affairs that the organization as a collectivity is trying to bring about.

According to Amalia (2018), the work environment is something that is around the workers and that affects him in carrying out the tasks assigned. Furthermore. According to Sedarmayanti (2013), the suitability of the work environment can be seen as a result over a

long period of time, furthermore, poor work environments can demand more labor and time and do not support the design of an efficient work system. According to Lestary & Chaniago (2017) the work environment consists of:

1. Quality of Work : The level of employee performance that is satisfactory and is used as a basis set as a standard by the company (Lumi et al., 2017).
2. Initiative : Self-awareness possessed by employees in minimizing errors in work or doing their duties independently based on personal willingness or initiative.
3. Speed : The ability to carry out tasks by employees with predetermined time standards, so that work can be done quickly to encourage improved performance at the company.
4. Ability : The applicable standards that must be owned by employees in maximizing their abilities by using all employee knowledge and skills to match everything that has been determined by the company.
5. Communication : The ability carried out by employees in minimizing errors in work between workers, so that company goals are achieved.

The role of superiors or often called leaders is very large for the success of the company in achieving goals. It is from them that new and innovative ideas arise in the development of the company. But it cannot be denied that their subordinates also have a role that is no less important, because it is these subordinates who will carry out and implement the leadership ideas contained in each decision. Whether or not subordinates carry out their duties depends on the leader himself. How does a leader provide influence and motivation to influence his subordinates to share actions as expected?

The mental development of employees will affect their attitude and enthusiasm at work. In general, every company wants mental development that can support the improvement of company performance. This is all for the sake of realizing what the company wants to achieve. Mental development and employee enthusiasm that tends to decline will result in a decrease in employee performance. The magnitude of the impact caused by a decrease in employee performance is a challenge for a manager or leader to overcome these problems.

In reality, not all leaders behave well or are able to create a conducive work climate or atmosphere and family, many leaders are found in their leadership to be selfish, unwilling to be cooperative, unwilling to sacrifice and unwilling to provide encouragement to encourage employees to work. Ineffective leadership and lack of attention to employees, usually causes employees to feel unhappy with their superiors, which is manifested in the form of laziness at work and lack of enthusiasm in responding to every task given by the leadership.

Improving employee performance in a company is very important, because it will have a positive impact on the company and is expected to be able to increase the effectiveness and efficiency of the company. One way is through the creation of an effective leadership style. This interrelated relationship is very interesting to study and research deeper. it is expected that an effective leadership style has a relationship to employee performance (Silaban & Siregar, 2023).

As with PT Bank Sumut USU Branch, consisting of several sections that have leaders, who have different leadership styles, where this causes differences in the quality of employee performance. Many employees who do not master their work feel indifferent to their work and some even feel depressed, such as not mastering producknowledge and the ability to

work with other teams is also less than optimal, so that very few employees really have good quality work. With the differences in the characteristics of the leaders, it will be difficult for employees to make decisions about the problems faced by the work environment.

The existence of a good relationship between leaders and employees makes a benchmark for achieving all goals within each company, because leadership style, motivation, and work environment are an important part of improving employee performance.

Based on the background of the problems that have been described, the authors are interested in knowing how the relationship between leadership style, motivation and work environment on employee performance. This research aims to analyze the influence of leadership style, motivation, and work environment on employee performance at PT Bank Sumut USU Branch.

2. RESEARCH METHOD

This form of research is quantitative research. Quantitative research according to Yani et al (1995) is research whose analysis generally uses data measured on a numerical scale (numbers) which is tested using statistical analysis because it proves a hypothesis, using survey and questionnaire methods, namely by taking a sample from a population through the help of a questionnaire which functions as a data collection tool. Data collection techniques are carried out by giving a set of questions or written statements to respondents to answer.

According to Sugiyono (2017), the sample is part of the number and characteristics of the population. If the population is large, and it is not possible for researchers to study everything in the population, for example due to limited funds, energy and time, then researchers can use samples taken from that population. Therefore, the sample taken from the population must be truly representative or representative. In this study the population and saturated samples taken were all employees of PT Bank Sumut USU Branch whose population was 34 people or researchers wanted to make generalizations with very small errors. Another term for saturated sample is census, where all populations are sampled. The population at PT Bank Sumut USU Branch includes 34 employees. According to Sugiyono (2017), saturated sampling is a sample selection technique if all members of the population are sampled. The sampling technique in this study used a saturated sampling technique, where all the population in this study was sampled.

3. RESULTS AND DISCUSSION
3.1. Research Results

Based on the results of distributing questionnaires, respondents in this study were dominated by male gender as much as 32.4%% and female gender as much as 67.6%. Then in the age category, it is dominated by the age group 26-30 years as much as 58.8% with the last education of a bachelor as much as 100%, and with an income of Rp.4,000,001-Rp.5,000,000 per month as much as 47%, This study proves that all data used has met the requirements of the instrument test, especially validity and reliability, as shown in the table below:

A. Validity Test

Table 1. Results of Validity Test of Leadership Style Variables (X1)

No.	R_{value}	r_{table}	Description
1	0,646		Valid
2	0,656		Valid
3	0,611		Valid
4	0,629		Valid
5	0,630		Valid
6	0,728	0,338	Valid
7	0,576		Valid
8	0,514		Valid
9	0,608		Valid
10	0,464		Valid

Source: Data Processing Results (2023)

Table 2. Results of the Motivation Variable Validity Test (X2)

No.	R_{value}	r_{table}	Description
1	0,620		Valid
2	0,434		Valid
3	0,492		Valid
4	0,607		Valid
5	0,459		Valid
6	0,606		Valid
7	0,596		Valid
8	0,424		Valid
9	0,563		Valid
9	0,563		Valid
10	0,683	0,338	Valid
11	0,546		Valid
12	0,443		Valid
13	0,466		Valid
14	0,497		Valid
15	0,430		Valid
16	0,515		Valid

Source: Data Processing Results (2023)

Table 3. Results of the Work Environment Variable Validity Test (X3)

No.	R_{value}	r_{table}	Description
1	0,618		Valid
2	0,705		Valid
3	0,641		Valid
4	0,583	0,338	Valid
5	0, 542		Valid
6	0, 680		Valid
7	0, 618		Valid

No.	R$_{value}$	r$_{table}$	Description
8	0,581		Valid
9	0,508		Valid
10	0,674		Valid
11	0,592		Valid
12	0,446		Valid

Source: Data Processing Results (2023)

Table 4. Employee Performance Variable Validity Test Results (Y)

No.	R$_{value}$	r$_{table}$	Description
1	0,481		Valid
2	0,662		Valid
3	0,603		Valid
4	0,567		Valid
5	0,561	0,338	Valid
6	0,608		Valid
7	0,726		Valid
8	0,778		Valid
9	0,621		Valid
10	0,509		Valid

Source: Data Processing Results (2023)

In the validity test, it can be seen that all statements on the Leadership Style, Motivation, Work Environment, and Employee Performance variables are declared valid. Because, r.count is greater than the r.table value of 0.338.

B. Realibility Test

Table 5. Reliability Test Results of Leadership Style Variables

Reliability Statistics	
Cronbach's Alpha	*N of Items*
0,806	10

Source: Data Processing Results (2023)

Table 6. Results of the Motivation Variable Reliability Test

Reliability Statistics	
Cronbach's Alpha	*N of Items*
0,822	16

Source: Data Processing Results (2023)

Table 7. Results of the Work Environment Variable Reliability Test

Reliability Statistics	
Cronbach's Alpha	*N of Items*

0,836	12

Source: Data Processing Results (2023)

Table 8. Results of Reliability Test of Employee Performance Variables

Reliability Statistics	
Cronbach's Alpha	*N of Items*
0,818	10

Source: Data Processing Results (2023)

The reliability test shows that all research instruments are reliable because they have a Cronbach's alpha value greater than 0.6.

C. Normality Test (Kolmogorov-Smirnov)

Table 9. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		34
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.71018499
Most Extreme Differences	Absolute	.093
	Positive	.093
	Negative	-.085
Test Statistic		.093
Asymp. Sig. (2-tailed)[c]		.200[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 Processing Results (2023)

In the Kolmogorov Smirnov normality test, it is known that the asymp.sig value of 0.200 means that the data is normally distributed because it is greater than 0.05.
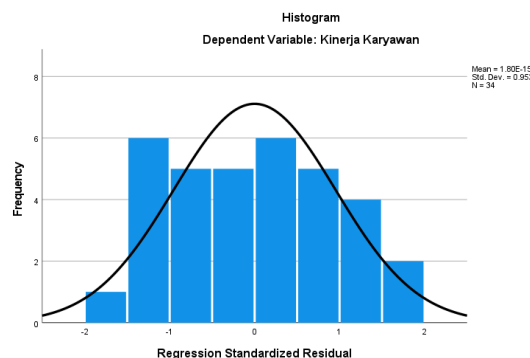

Figure 2. Histogram Graph

The histogram graph resembles a bell and is not significantly skewed to the right or left side. Based on these results, it can be concluded that the data is normally distributed.
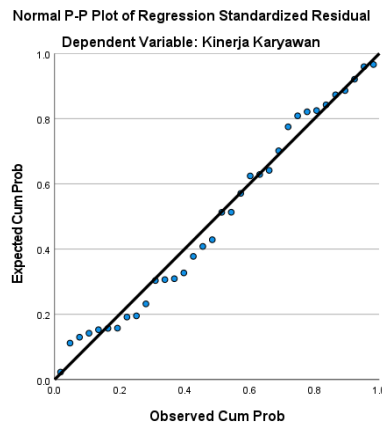

Figure 3. P Plot Graph

This P-P Plot graph shows a normal distribution pattern with a symmetrical shape, which does not lean to the right or left. So it can be concluded that the data is normally distributed.

Table 10. Multicollinearity Test Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Leadership Style	.660	1,515
	Motivation	.398	2,511
	Work Environment	.396	2,523

Source: Data Processing Results (2023)

Based on the table 10 above, it can be seen that the tolerance value obtained for the leadership style variable (X1) is 0.660 which is 0.698> 0.10, the motivation variable (X2) is 0.398 which is 0.698> 0.10, and the work environment variable (X3) is 0,396 which is 0.698> 0.10 and the VIF value for the leadership style variable (X1) is 1.515 which means 1.515 < 10, the motivation variable (X2) is 2.511 which means 2.511 < 10, and the work environment variable (X3) is 2.523 which means 2.523 < 10.
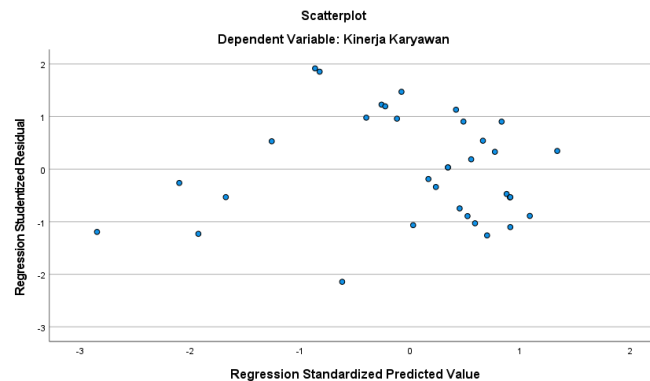
Figure 4. Heteroscedasticity Scatterplot Diagram

The results of the heteroscedasticity test illustrate that the points spread and do not form a certain pattern, so it is concluded that there are no symptoms of heteroscedasticity.

Table 11. Multiple Linear Regression Test Results

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,997	5,157		-1,939	0,062
	Leadership style	0,370	0,127	0,288	2,914	0,007
	Motivation	0,250	0,098	0,326	2,565	0,016
	Work Environment	0,369	0,113	0,418	3,275	0,003
a. Dependent Variable: Employee Performance						

Source: Data Processing Results (2023)

1. The constant coefficient of -9.997 indicates that when the independent variables, namely leadership style (X1), motivation (X2), and work environment (X3), are valued at 0, the value of the employee performance variable (Y) will remain at -9.997. The negative value of this constant coefficient is not problematic and can be disregarded as long as the tested regression model meets the classical assumptions of multiple linear regression analysis.
2. The regression coefficient for the leadership style variable (X1) is 0.370, meaning that for every one-unit increase in the leadership style variable (X1), the employee performance variable (Y) will increase by 0.370.
3. The regression coefficient for the motivation variable (X2) is 0.250, indicating that for every one-unit increase in the motivation variable (X2), the employee performance variable (Y) will increase by 0.250.
4. The regression coefficient for the work environment variable (X3) is 0.369, suggesting that for every one-unit increase in the work environment variable (X3), the employee performance variable (Y) will increase by 0.369.

Table 12. Partial Significance Test Results (T Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,997	5,157		-1,939	0,062
	Leadership Style	0,370	0,127	0,288	2,914	0,007
	Motivation	0,250	0,098	0,326	2,565	0,016
	Work Environment	0,369	0,113	0,418	3,275	0,003
a. Dependent Variable: Employee Performance						

Coefficients[a]

Source: Data Processing Results (2023)

The results of the T test in table 12 can be concluded:

1. The t-value for the test conducted on the leadership style variable (X1) and employee performance variable (Y) is 2.914, which is greater than 2.042 at a significance level of 0.007, indicating significance at < 0.05. Moreover, the positive regression coefficient of 0.370 shows that the leadership style variable (X1) has a significant impact on the employee performance variable (Y). As a result, Ha1 is accepted.

2. The test results for the motivation variable (X2) and employee performance variable (Y) show a t-value of 2.565, which is greater than 2.042 at a significance level of 0.016, indicating significance at < 0.05. Additionally, the positive regression coefficient of 0.250 indicates that the motivation variable (X2) significantly influences the employee performance variable (Y). Therefore, Ha2 is accepted.

3. The test conducted on the work environment variable (X3) and employee performance variable (Y) resulted in a t-value of 3.275, which is greater than 2.042 at a significance level of 0.003, indicating significance at < 0.05. With a positive regression coefficient of 0.369, it is evident that the work environment variable (X3) significantly impacts the employee performance variable (Y). Consequently, Ha3 is accepted.

Table 13. Simultaneous Test Results (F Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	402.101	3	134.034	41.662	.000[b]
	Residual	96.516	30	3.217		
	Total	498.618	33			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Work Environment, Leadership Style, Motivation						

ANOVA[a]

Source: Data Processing Results (2023)

Based on table 13 in this study, it is known that the Fcount value is greater than the Ftable value, which is 41.662 (41.662> 2.92), while the significant value of 0.001b is smaller than the alpha rate of 0.05. This shows that Ha4 is accepted and H04 is rejected.

Table 14. Test Results of the Coefficient of Determination (R2)

Model Summary[b]			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,898	0,806	0,787	1,794
a. Predictors: (Constant), Work Environment, Leadership Style, Motivation				
b. Dependent Variable: Employee Performance				

Source: Data Processing Results (2023)

The Adjusted R Square value or the coefficient of determination above shows that leadership style (X1), motivation (X2) and work environment (X3) can explain that employee performance (Y) is 78.7%, while the remaining 21.3% is influenced by other variables outside the variables studied.

4.2. Discussion
a. The Effect of Leadership Style on Employee Performance

The results of this study show that the adoption of this participative leadership style brings a number of benefits, including increasing team members' morale and engagement. This approach also proved effective in reducing resistance to change, strengthening teamwork and innovation, and creating an inclusive and supportive work environment. Thus, the results of this study show that the application of participative leadership style has the potential to have a positive impact on optimizing the quality of work and team efficiency.

b. The Effect of Motivation on Employee Performance

The results of this study indicate that the presence of sufficiently high levels of motivation has positive potential in terms of productivity, better quality of work, and goal achievement within the work environment. These results confirm that motivation plays a central role in influencing how individuals interact with their job tasks and as such, can contribute to overall organizational success (Sembiring, 2020).

c. The Effect of Work Environment on Employee Performance

The results of this study indicate that the work environment provides adequate support for employees to comply with the norms, guidelines and rules set by the company. This can influence regulatory compliance, increase productivity, and support efficiency in the work environment.

4. CONCLUSION

Based on the research findings and discussions regarding the impact of leadership style, motivation, and work environment on employee performance at PT Bank Sumut USU Branch, the following conclusions can be drawn:

The leadership style variables demonstrate a positive and significant influence on employee performance. Thus, it is concluded that Ha1 is accepted, while H01 is rejected.

This indicates that effective leadership styles implemented by leaders contribute to enhancing employee performance at PT Bank Sumut USU Branch.

The motivation variables exhibit a positive and notable impact on employee performance. Consequently, it is inferred that Ha2 is accepted, and H02 is rejected. As employees' motivation levels increase, there is a corresponding improvement in their performance at PT Bank Sumut USU Branch.

The work environment variables portray a positive and substantial effect on employee performance. Hence, it is deduced that Ha3 is accepted, and H03 is rejected. A favorable work environment plays a pivotal role in bolstering employee performance at PT Bank Sumut USU Branch.

Collectively, leadership style variables, motivation, and work environment exert a joint influence on employee performance at PT Bank Sumut USU Branch. The coefficient of determination results indicate a close relationship between leadership style, motivation, and work environment with employee performance. Furthermore, the Adjusted R Square value reveals that leadership style, motivation, and work environment can elucidate 78.7% of employee performance at PT Bank Sumut USU Branch, while the remaining 21.3% is attributable to other variables beyond the scope of the study.

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