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The influence of leadership styles, organizational changes on employee performance with an environment work as an intervening variable at pt. Bank sumut binjai branch

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Abstract: The purpose of this study is to find out whether the Leadership Style and Organizational Influence on Employee Performance with The Work Environment As Intervening Variables. The samples used in this study amounted to 47 employees of PT. Bank Sumut Binjai Branch. The data was obtained by distributing questionnaires about Leadership Style, Organizational Change, Employee Performance and Work Environment by distributing to 47 employees who had been respondents. Data analisis using Path Analysis (A combined model between multiple regression and intervening models). The results showed a direct influence of Leadership Style (X1) affecting Employee Performance (Y) by 0.337 or 34%. Organizational Change (X2) affects Employee Performance (Y) by 0.467 or 47%. Leadership Style (X1) affects the Work Environment (Z) by 0.289 or 29%. Organizational Change (X2) affects the Work Environment (Z) by 0.331 or 33%. Employee Performance (Y) affects the Work Environment (Z) by 0.454 or 45%. This research also showed the indirect influence of Leadership Style on Employee Performance Through Work Environment by 0.152 or by 15%. And the indirect influence of Organizational Changes on Employee Performance through the Work Environment is 0.212 or 21%.

Keywords: Leadership Style, Organizational Change, Employee Performance Work Environment

INTRODUCTION

Employee performance is often identified with work achievement. In a performance organization is the result of work achieved by a person or group of people in an organization within a certain period of time, in accordance with their respective authorities and responsibilities in order to achieve the objectives of the organization concerned legally, not in violation of the law and in accordance with morals and ethics. According to Wibowo Performance comes from performance, some provide a sense of performance as a result of work or work achievement. Performance is about doing the work and the results achieved from the work. Employee performance is one of the benchmarks in determining the success of the organization. The higher the employee performance, the higher the success rate of the organization. [1]

In reality, a poor work environment can result in a decrease in employee performance. According to Nitisemito in Nuraini the work environment is everything around the employee and can affect in carrying out the duties carried out to him for example with the presence of air conditioners (AC), adequate lighting and so on. [2] The work environment within a company is very important for management to pay attention to. Although the work environment does not carry out the production process in a company, but the work environment has a direct influence on the employees who carry out the production process. The work environment is an atmosphere where employees do activities every day.

In an organization a leader plays a very important role in the effort to achieve a previously set goal. Each leader basically has a different behavior in leading his followers, the behavior of those leaders is called leadership style. Leadership style is a way for a leader to influence his subordinates expressed in the form of behavior patterns or personalities. Style means attitude, movement, behavior, beautiful attitude, good gestures, strength, ability to do good. And leadership style is behavior and strategy, as a result of a combination of philosophy, skills, traits, attitudes, which a leader often applies when he tries to influence the performance of his subordinates. According to Kartono the understanding of leadership style is the nature, habits, tempramen, disposition and personality that distinguish a leader in interacting with others. [3] Meanwhile, Hasibuan stated that leadership style is the way a

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leader influences subordinate behavior that ¹⁶ aims to encourage job passion, job satisfaction and high employee productivity, in order to achieve maximum organizational goals. [4]

³⁵ An organization or company must be able to develop appropriate policies to overcome any changes that will occur in order to achieve the vision and mission of the organization or company well and be able to improve a performance. The change has an impact on the changing culture of organsiasi which inevitably has to face a series of adaptations that must be made to various diversity such as race, ethnicity, gender, age, status, physical, religion, education, and so on. ²¹ Organizational change itself is defined as a process by which the organization moves from its present state to the desired future to improve its effectiveness.

Such general understanding is in accordance with Robbins' opinion. According to Robbins, organizational change is to make something other, but such understanding is unacceptable because change must have a purpose, namely improvement or improvement of organizational performance that not only makes changes but also results in improvement. [5] The purpose of this organizational change ²³ is to find new ways or ways to improve by using existing resources in order to improve the organization's ability to create value and improve results.

Pt. Bank Sumut is a Regional Bank of North Sumatra that has served the people of North Sumatra since 1961. Pt. Bank Sumut has contributed a lot in the development of North Sumatra Region. Pt. Bank Sumut has a vision to be a ³⁰ bank to help and encourage economic growth and regional development in all fields as well as one of the sources of regional income in order to improve people's standard of living. Like most banking companies, PT. Bank Sumut also offers collection products such as Simpeda Savings, Martabe Savings, Giro and Deposito. In addition, Bank Sumut also offers fund distribution products in the form of loans such as: General Credit, Project Credit, Other Budget Credit, Current Account Credit, and Multi-Purpose Credit.

Human resources are the initial capital owned by companies that play an important role in the success to make Bank Sumut as a financial institution supporting the economy of North Sumatra region. With the presence of employees, it is expected that the company's activities can be carried out properly. ¹⁵ Therefore, employees are required to be more professional in order to achieve the company's goals.

Pt. Bank Sumut Binjai Branch is one of the companies engaged in banking in North Sumatra that understands the importance of employee relationships and maintenance or by conducting fair policies in accordance with applicable laws. Share PT. Bank Sumut Binjai Branch organizational culture is a mindset that will influence the work behavior of employees. Pt. Bank Sumut Binjai Branch realizes that the banking business is full of service businesses, so service is the spearhead of the business. Carrying the motto "providing the best service", PT. Bank Sumut Binjai Branch makes a sincere service from the heart as the soul of every employee. Business growth that depends not only on service, but also how the company can market its products well. Therefore, the company makes the soul of marketers as one of the cultures.

Pt. Bank Sumut has achieved many successes in managing management and is able to compete healthily in the banking world. This is based on many awards achieved by sumut banks related to professionally managed performance and is able to put a good target achievement strategy in achieving reasonable and sustainable business growth with healthy quality productive assets followed by rentability that also increases over time.

A known phenomenon based on observations at PT. Bank Sumut Binjai Branch is about the relationship between leaders and subordinates that is not good. It can be known by the communication relationship that is less familiar, if in working hours the boss only supervises and observes subordinates or employees who are working without asking complaints or problems encountered by employees in the implementation of their duties, including the lack of willingness of time for the leadership to listen to subordinate complaints or discuss the problems faced by subordinates or employees, of course it can affect the decrease in employee performance.

The next phenomenon in PT. Bank Sumut Binjai Branch is about organizational change. Not always an organization is in a stable state where all activities can be carried out normally. In certain conditions, the organization experiences shocks or fertilization caused by internal factors as well as external environmental factors, such situations bring changes in activity patterns, and in turn demand changes in attitudes, member behaviors, technologies and organizational structures. Pt. Bank Sumut Binjai Branch also made organizational changes in organizational structure where in the previous year for each branch has 2 leaders called Branch Manager and Branch Service Manager where for BM is in control of branch business growth and BSM is responsible for service in the branch, then made changes to 1 leader alone who is responsible for the branch, namely Branch Manager. In the same year also PT. Bank Sumut merges 2 parts into 1 part namely SME (Small Medium Enterprise) or commonly called credit section with Retail Banking section or Funding section in branch. To achieve the survival of a PT company. Bank Sumut made many changes in each part such as cost efficiency and labor reduction in certain parts that are no longer productive such as in the marketing system.

⁴³ RESEARCH METHOD

this research was conducted at PT. Bank Sumut Binjai Branch. Address Jalan Jenderal Sudirman No. 16, Kartini, Kota Binjai. The subject of this study focused on ¹⁷ employees of PT. Bank Sumut Binjai Branch. Address Jalan Jenderal Sudirman No. 16, Kartini, Kota Binjai. ²⁰ This type of research uses quantitative method approach with survey research. Data analysis techniques in this study using: T (Partial), F (Simultaneous) Test, and Coefficient

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Of Determination Test (R-Square/R²). The calculation of analysis test in this study was done using the help of Statistical Package for Social Science (SPSS) program.

RESULTS AND DISCUSSION

1. Multiple Linear Regression Test

Regression analysis is a statistical technique useful for examining and modeling the relationship between variables, Sugiyono (2016:262). Multiple regressions are often used to address regression analysis issues that result in relationships of two or more free variables. The model of linear regression equation is as follows: $Y = \alpha + \beta_1X_1 + \beta_2X_2 +$

Table 1: Multiple Linear Regression Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.329	8.571		.272	.787
	Leadership Style	.670	.240	.337	2.792	.008
	Organizational Change	.542	.140	.467	3.863	.000
a. Dependent Variable: Employee Performance						

Source : SPSS Processing Results Version 16.0

Based on table 1, multiple linear regression obtained as follows: $Y = 2,329 + 0.670 X_1 + 0.542 X_2 + \epsilon$
In the study, the interpretation of multiple linear regression equations are:

- If everything on free variables is considered zero then the Employee Performance value (Y) is 2,329
- In the event of a Leadership Style increase of 1, Employee Performance will increase by 0.670.
- In the event of an increase in Organizational Change by 1, the Employee Performance (Y) will increase by 0.542.

2. Hypothesis Test

a. Partial Test (t Test)

According to Ghozali (2016:98) Different t-tests are used to test how far independent variables are used in this study individually in explaining partial dependent variables. The basis of decision making used in t test is as follows:

- If the probability value of > significance is 0.05, it means that the independent variable has no significant effect on the dependent variable.
- If the probability value of < significance is 0.05, it means that the independent variable has a significant effect on the dependent variable.

Table 2. Partial Test (T Test) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.329	8.571		.272	.787
	Leadership Style	.670	.240	.337	2.792	.008
	Organizational Change	.542	.140	.467	3.863	.000
a. Dependent Variable: Employee Performance						
Source : SPSS Processing Results Version 16.0						

Based on table 2 above can be seen that:

- The influence of leadership style on employee performance can be seen through thitung of 2,792 while the total amount of 2.0153 and significant by 0.008, so thitung 2792 > ttabel 2.0153 and significant 0.008 < 0.05, then in the results of the study is known partially influential and significant Leadership Style terhadap Employee Performance.
- The influence of Organizational Changes on Employee Performance can be seen through thitung of 3,863 while the ttabel of 2.0153 and significant by 0.000, so thitung 3863 > ttabel 2.0153 and significant 0.000 < 0.05, then in the results of the study is known partial organizational changes are influential and significant terhadap Employee Performance.

b. Coefficient of Determination

This coefficient of determination analysis is used to determine the percentage of variation in the influence of free variables on bound variables

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²⁶ **Table 3: Coefficient of Determination**

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.337	3.72148
a. Predictors: (Constant), Organizational Change, Leadership Style				
b. Dependent Variable: Employee Performance				

Source : SPSS Processing Results Version 16.0

¹⁴ Based on table 3 above it can be seen that the adjusted R Square number of 0.337 which can be called the coefficient of determination which in this case means 37.0% ³⁶ of Employee Performance can be explained by Leadership Style and Organizational Change. While the remaining $100\% - 37.0\% = 63.0\%$ ²² is explained by other factors or variables outside the model, or this research.

3. Path Analysis

To test the influence of intervening variables, a path analysis model is used. This SPSS path analysis model ³⁹ aims to determine the effect of independent variables on dependent variables both directly and indirectly. For the analysis of the path will be completed by dividing the test by making 2 (two) coefficients of the path namely the Model 1 Line and the Model II Line, among others:

a. Model 1 Path Of Leadership Style Influence (X1), and Organizational Change (X2) ¹ on Employee Performance (Y).

The influence of Leadership Style (X1) and Organizational Change (X2) ⁹ on Employee Performance (Y) can be seen from the following table:

Table 4: Line I Coefficient

Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
		B	Std. Error	Beta			
1	(Constant)	2.329	8.571		.272	.787	
	Leadership Style	.670	.240	.337	2.792	.008	
	Organizational Change	.542	.140	.467	3.863	.000	
a. Dependent Variable: Employee Performance							

Source : SPSS Processing Results Version 16.0

From table 4 Of Line I Coefficient above can be seen the significant value of Leadership Style (X1) of $0.008 < 0.05$ then it ²⁷ can be known that H_a received there is a significant influence with a constant value of Leadership Style of 0.670 to Employee Performance (Y).

The significant value of Organizational Change (X2) of $0.000 < 0.05$ means that H_a received there is a significant influence with a constant organizational change value of 0.542 on Employee Performance (Y).

In the model 1 path coefficient table above can be seen the influence of standardized coefficients, namely the direct influence of Leadership Style (X1) on Employee Performance (Y) of 0.337 or 34%, for the direct influence of Organizational Change (X2) of 0.467 or 47% on Employee Performance (Y). Then to find out the standard value of error or e_1 , namely by using the formula $e = \sqrt{1-r^2}$ or R Square ²⁸ that can be seen in the following table:

Table 5: Model Summary Line Model I

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605 ^a	.366	.337	3.72148
a. Predictors: (Constant), Organizational Change, Leadership Style				
b. Dependent Variable: Employee Performance				
Source : SPSS Processing Results Version 16.0				

The influence of Leadership Style (X1) and Organizational Change (X2) on Employee Performance (Y) can be seen from table 5 model summary of Model I line above with R square value of 0.366 or 37%. The figures showed

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a combined 37% influence of Leadership Style and Organizational Change on Employee Performance. And the remaining 63% were influenced by other factors.

Based on table 5, we can see the value e_1 in model summary table of Model 1 path in column R Square of 0.366. This means $e_1 = \sqrt{1-0.366} = 0.796$. Then it can be known that the value $e_1 = 0.796$. Thus obtained model I Path diagram as follows:



Fig.1: Model I Path Diagram

Source : Processed Author year 2020

b. Model II Pathway Influences Leadership Style (X1), Organizational Change (X2) and Employee Performance (Y) on The Work Environment (Z)

The influence of Leadership Style (X1), Organizational Change (X2) and Employee Performance (Y) on the Work Environment (Z) can be seen from the following table:

Table 6: Line II Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.958	4.996		-.592	.557
	Leadership Style	.460	.152	.289	3.034	.004
	Organizational Change	.308	.095	.331	3.258	.002
	Employee Performance	.364	.088	.454	4.149	.000

a. Dependent Variable: Work Environment
Source : SPSS Processing Results Version 16.0

From table 6 of the Model II Path Coefficient above can be seen the significant value of Leadership Style (X1) of $0.004 < 0.05$ then it can be known that H_a received there is a significant influence with a constant value of Leadership Style of 0.460 on the Work Environment (Z).

The significant value of Organizational Change (X2) of $0.002 < 0.05$ means that H_a received there is a significant influence with a constant organizational change value of 0.308 on the Work Environment (Z).

The significant value of Employee Performance (Y) of $0.000 < 0.05$ means that H_a received there is a significant influence with a constant value of Employee Performance of 0.364 on the Work Environment (Z).

In the Model 2 Path coefficient table above can be seen the large influence of standardized coefficients numbers, that is, the direct influence of Leadership Style (X1) on the Work Environment (Z) is 0.289 or 29%, for the direct influence of Organizational Change (X2) of 0.331 or 33% on the Work Environment (Z), and for the direct influence of Employee Performance (Y) of 0.454 or 45% on the Work Environment (Z). Then to find out the standard value of error or e_2 , namely by using the formula $e = \sqrt{1-r^2}$ or R Square that can be seen in the following table:

Table 7. Model Summary Line Model II

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.673	.650	2.16743

a. Predictors: (Constant), Employee Performance, Leadership Style, Organizational Change

The large influence of Leadership Style (X1), Organizational Change (X2) and Employee Performance (Y) on the Work Environment (Z) can be seen from table 7 model summary line model II above with a value of R square 0.673 or 67%. The figures showed a combined 67% influence of Leadership Style, Organizational Change and Employee Performance on the Work Environment. And the remaining 33% were influenced by other factors.

Based on table 7 above can be seen the value of e_2 in the model summary table of Model II path in column R Square of 0.673. This means $e_2 = \sqrt{1-0.673} = 0.571$. Then it can be known that the value $e_2 = 0.571$. Thus obtained diagrams of the Model II Path as follows:

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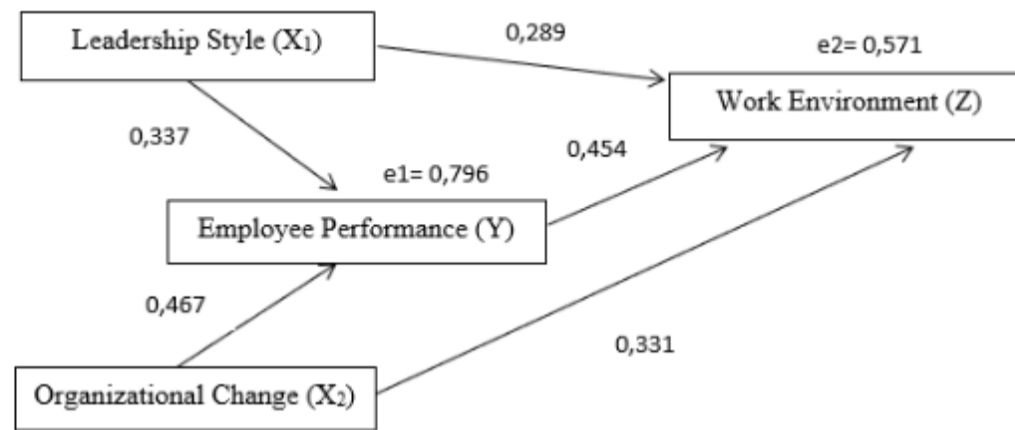


Fig.2: Model II Path Diagram

Source : Processed Author year 2020

From the table above can also be known the indirect influence of Leadership Style, Organizational Changes to Employee Performance with Work Environment As Intervening Variables that is by looking between the multiplication of beta values of each variable free to the beta value of Employee Performance, among others:

- Leadership Style (X1) affects Performance (Y) through Work Environment (Z) is the multiplication between the beta value of Leadership Style (X1) with Employee Performance (Y) and the beta value of Employee Performance (Y) with Work Environment (Z). $X1 \rightarrow Y \rightarrow Z = (0.337 \times 0.454) = 0.152$ or 15%. So the value of indirect influence is obtained by 0.152 or by 15%, so the total influence given X1 against Z is direct influence + indirect influence = $X1 \rightarrow Z$, $(0.289 + 0.152) = 0.441$ or 44%
- Organizational Change (X2) affects Employee Performance (Y) through Work Environment (Z) is the multiplication between the beta value of Organizational Change (X2) and Employee Performance (Y) and the Beta value of Employee Performance (Y) with the Work Environment (Z). $X2 \rightarrow Y \rightarrow Z = (0.467 \times 0.454) = 0.212$ or 21%. So the value of indirect influence is obtained by 0.212 or by 21%, so the total influence given X2 against Z is direct influence + indirect influence = $X2 \rightarrow Z$, $(0.331 + 0.212) = 0.543$ or 54%

CONCLUSION

- This research shows that Leadership Style (X1) affects Employee Performance (Y) with a significant value of $0.008 < 0.05$ and with a large influence of standardized coefficients or large direct influence of Leadership Style (X1) on Employee Performance (Y) of 0.337 or 34%.
- This study shows that Organizational Change (X2) affects Employee Performance (Y) with a significant value of $0.000 < 0.05$ with a large influence of standardized coefficients or a large direct influence of Organizational Change (X2) on Employee Performance (Y) of 0.467 or 47%.
- This research shows that Leadership Style (X1) affects the Work Environment (Z) with a significant value of $0.004 < 0.05$ with a large influence of standardized coefficients or a large direct influence of Leadership Style (X1) on the Work Environment (Z) of 0.289 or 29%.
- This research shows that Organizational Change (X2) with a significant value of $0.002 < 0.05$ with a large influence of standardized coefficients or large direct influence of Organizational Change (X2) on the Work Environment (Z) of 0.331 or 33%.
- This study shows that Employee Performance (Y) affects the Work Environment (Z) with a significant value of $0.000 < 0.05$ with a large influence of standardized coefficients or a large direct influence of Employee Performance (Y) on the Work Environment (Z) of 0.454 or 45%. This research also showed the indirect influence of Leadership Style on Employee Performance Through Work Environment by 0.152 or by 15%. And the indirect influence of Organizational Changes on Employee Performance through the Work Environment is 0.212 or 21%.

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