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**THE INFLUENCE OF ETHICAL LEADERSHIP AND WORK STRESS ON  
INCREASING ORGANIZATIONAL PERFORMANCE AT BPKP  
REPRESENTATIVES OF NORTH SUMATRA PROVINCE**

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**Abstract**

This study aims to determine the effect of ethical leadership and work stress on organizational performance at the BPKP Representative Office of North Sumatra Province. The sampling method in this study used the probability sampling method (random sample) with a simple random sampling technique, namely sampling by providing equal opportunities for each member of the population to become the research sample. Data collection techniques using survey techniques by distributing questionnaires as a research instrument. The data analysis technique in this study used multiple linear regression analysis assisted by SPSS software. The results of the study show that ethical leadership has a positive and significant effect on organizational performance. Work stress has a negative and significant effect on organizational performance. The results of this study are expected to contribute to efforts to improve organizational performance through the performance of Civil Servants (PNS) at the BPKP Representative Office of North Sumatra Province.

**Keywords:** *Ethical Leadership; Work Stress; Organizational Performance; civil servant*

**INTRODUCTION**

BPKP is the Government's Internal Supervisory Apparatus which is under and responsible to the President with the main task of assisting the President in supervising the management and accountability of state finances and development so that it complies with the provisions of the applicable laws, as well as providing input for the preparation of related policies. The Financial and Development Supervisory Agency (BPKP) was formed based on RI Presidential Regulation Number 192 of 2014 concerning the Financial and Development Supervisory Agency and Government Regulation Number 60 of 2008 concerning the Government's Internal Control System. The duties and functions of the BPKP are regulated based on Presidential Regulation (Perpres) Number 192 of 2014 concerning the Financial and Development Supervisory Agency (BPKP). Based on the Presidential Decree, BPKP has the task of administering government affairs in the field of state/regional financial supervision and national development. To carry out tasks and functions in the regions, BPKP establishes BPKP

Representative Offices in each Province. The BPKP Representative Office for North Sumatra Province is a vertical BPKP agency located in the North Sumatra Province area. The increase in BPKP's performance as an organization is supported by the performance of Civil Servants (PNS).

Civil servants play an important role in carrying out government tasks to meet the needs of the community. Therefore, the good performance of civil servants is very important to achieve the goals of government organizations. However, civil servant performance can be affected by various factors, including ethical leadership and work stress.

Ethical leadership is defined as leadership behavior that is based on high ethical and moral values. Ethical leadership can affect the performance of civil servants in various ways, including increasing the motivation, trust, and work commitment of civil servants. For example, ethical leaders can set a good example of integrity and act as role models for their subordinates. This can help increase subordinates' trust in leaders and the organization, as well as increase their self-confidence and work motivation.

Work stress, on the other hand, is a physiological and psychological response that occurs when job demands exceed an individual's ability and resources to cope. Work stress can affect the performance of civil servants negatively because it can lead to burnout, burnout, and lack of motivation. In addition, work stress can also cause mental and physical health problems, which can affect the long-term performance of civil servants. Therefore, it is important to understand the effect of ethical leadership and work stress on civil servant performance.

### **Formulation of the problem**

Based on the background of the problems previously disclosed, the researcher can formulate the problem in this study as follows:

1. Does Ethical Leadership have a Positive and Significant Effect on Employee Performance at BPKP Representatives for North Sumatra Province?
2. Does work stress have a negative and significant effect on employee performance at BPKP Representatives for North Sumatra Province?

### **Literature review**

#### **Employee Performance**

Nurmansyah's (2018) performance is the result that can be achieved by an employee in carrying out the work assigned to him following the authority and responsibility given for a certain period.

Mangkunegara (2014) performance is work performance or work (output) both quality and quantity achieved by human resources per unit period in carrying out their work duties following the responsibilities given to them.

According to Sutrisno (2016), performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization following their respective authorities and responsibilities or about how a person is expected to function and behave following the tasks that have been assigned to him as well as the quantity, quality and time used in carrying out the task. Factors that affect employee performance, (Sutrisno, 2016), namely: (1) Effectiveness and Efficiency, (2) Authority and Responsibility, (3) Discipline, (4) Initiative.

#### **Ethical Leadership**

In the explanation by Rukmana (2007) an ethical leader is the ability and readiness of a person to be able to influence and invite and teach a person or group in achieving a goal by using existing moral

or ethical values. Then Brown et al. (2005) argue that ethical leadership is a result of an image through actions that are following the norms between individuals or their subordinates by considering balanced and actual decisions.

Then Malik et al. (2016) argued that leaders would be considered ethical if they had been in their professional and personal lives and they were also principle-centered leaders with concern and concern for society in their decision-making and leadership style. In this case, it explains that ethical leaders must always behave according to ethics and must pay attention and they always consider every decision made so that it will not cause harm, and always care for the people around them.

### **Work Stress**

According to Mangkunegara (2005:28), Work stress is a feeling of pressure or feeling pressured by employees in dealing with work. This work stress can be seen from symptoms including emotional instability, feeling uneasy, being alone, difficulty sleeping, excessive smoking, unable to relax, anxiety, tension, nervousness, increased blood pressure, and experiencing digestive disorders. Causes of work stress on employees include workload that is felt to be too heavy, urgent work time, low quality of work supervision, unhealthy work climate, inadequate work authority related to responsibility, work conflict, differences in values between employees with frustrated leaders at work.

According to Robbins and Judge (2008:369), Stress is more often associated with demands and resources. Demands are responsibilities, pressures, obligations, and even uncertainties faced by individuals in the workplace. resources are things (or objects) within the control of an individual that can be used to satisfy demands.

### **The Influence of Ethical Leadership on Employee Performance**

Based on the results of Angel Maudul's research (2018) prove that ethical leadership has a significant and positive influence on employee performance. Jajuk Herawati's research (2015) also revealed that ethical leadership has a positive and significant effect on employee performance

### **Effect of Work Stress on Employee Performance**

Based on the results of research conducted by Rachel, William, and Wehelmina (2018) regarding the effect of work stress on employee performance. The results show that the results of work stress have a negative and significant effect on employee performance. Whereas in Rahmila, Mahlia, and Nurdjannah's research (2012) the results of work stress had a negative and significant effect on employee performance.

### **Hypothesis**

The hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question sentence (Sugiyono, 2016). Based on the formulation of the problem and research objectives, the authors propose a hypothesis in this study:

H1: It is suspected that Ethical Leadership has a Positive and Significant Effect on the Performance of Civil Servants at BPKP Representatives of North Sumatra Province.

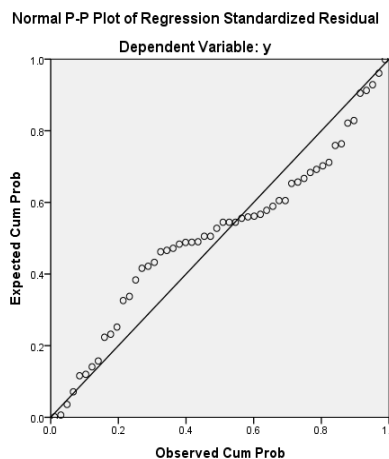
H2: It is suspected that work stress has a negative and significant effect on the performance of civil servants at BPKP Representatives for North Sumatra Province.

## Method

The approach in this study is to use an associative approach. In this study, there are 3 (three) variables, namely employee performance, ethical leadership, and work stress which are measured using a Likert scale. Data collection techniques used survey techniques by distributing questionnaires as a research instrument. The sampling method in this study used the probability sampling method (random sample) with a simple random sampling technique, namely sampling by providing equal opportunities for each member of the population to become a research sample with a large number of samples. 56 people. Then the researcher will use proportional random sampling for the sampling technique. Data processing using SPSS software version 24 with instrument testing, classical assumption testing, and multiple linear regression analysis.

## RESULTS AND DISCUSSION

The normality test aims to test whether, in the regression method, the dependent variable and independent variable both have a normal distribution or not. A good regression model is data that is normally distributed or close to normal (Juliandi, Irfan, & Manurung, 2014). The following are the results of the normality test which can be seen from the probability plot graph, the research results of data that have been processed with the SPSS version 24 test are as follows:



**Figure 1. Normality Test Results**

In the picture above it is known that the results of the normality test shows that the data points tend to be closer to the diagonal line. So it can be concluded that the processed data is normally distributed data and the normality test is fulfilled.

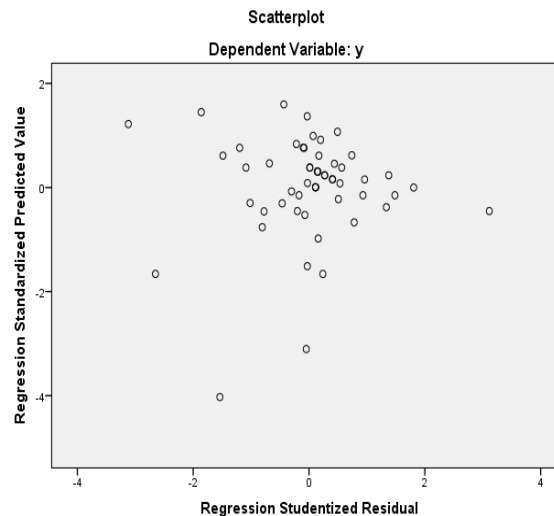
Multicollinearity is used to test whether the regression model found a strong correlation between the independent variables. The method used to assess it is by looking at the value of the variance inflation factor (VIF), which does not exceed 10.

**Table 1 Multicollinearity Test Results**

Variabel	Toleransi	VIF
Constanta	-	-
Ethical Leadership	0.629	1.590
Work Stress	0.715	1.399

From the table above, it can be seen that the tolerance value for the two independent variables (ethical leadership and work stress) is above 0.1 and the VIF (variance inflation factor) value is below 10. This indicates that there is no significant multicollinearity problem in the multiple regression model. Thus, the results of the regression analysis can be considered valid and can be used to make conclusions.

The heteroscedasticity test aims to test whether, in the regression model, there is an inconvenient variance from one residual observation to another. If the variance from the residual from one observation to another observation remains, then it is called homoscedasticity and can be known using a scatterplot graph between the predicted values of the independent variables and their residual values.



**Figure 2 Heteroscedasticity Test Results**

From the scatterplot graphic above, it can be seen that there is no heteroscedasticity in this regression model. Because there is no clear pattern and the points spread above and below the number 0 on the Y axis, the conclusion is that heteroscedasticity does not occur.

## Hypothesis Test

### T-Test (Partially)

The purpose of the t-test is to see whether there is a significant relationship or not in the relationship between variables X1 and X2 to Y. The data is presented in the table below with a sample of 56 people as follows:

**Table 2 T-Test**

	<b>Coefisien Beta</b>	<b>Standar Error</b>	<b>t</b>	<b>Sig.</b>	<b>95% Confidence Interval for Coefficients</b>
Constanta	3.817	0.634	6.021	0.000	2.545 - 5.089
Ethical Leadership (X1)	0.625	0.187	3.341	0.002	0.250 - 1.001
Work Stress (X2)	-0.485	0.167	-2.908	0.005	-0.820 - -0.150

In the table, there are the following columns:

- The first column shows the variables tested, namely constants, ethical leadership (X1), and work stress (X2).

- The second column shows the beta coefficient, which is the regression coefficient that has been adjusted to the scale and units of each variable in multiple regression analysis.
- The third column shows the standard error, which is the standard estimate of the beta coefficient.
- The fourth column shows the value of the t statistic, which is a calculation that shows how significant the beta coefficient is on the dependent variable (performance).
- The fifth column shows the significance value (sig.), which is a measurement to determine whether the beta coefficient is significant or not to the dependent variable (performance). A significance value of less than 0.05 indicates a significant effect.
- The sixth column shows the 95% confidence interval for the coefficient, which is the range of values that are most likely to contain the true beta coefficient.

From the table, it can be concluded that ethical leadership (X1) has a positive and significant effect on performance (Y) because the significance value is less than 0.05 and the 95% confidence interval for the X1 coefficient does not include a zero value. Meanwhile, work stress (X2) has a negative and significant effect on performance (Y) because the significance value is less than 0.05 and the 95% confidence interval for the X2 coefficient does not include a zero value.

### **Coefficient of Determination (R2)**

The coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The value of the coefficient of determination is determined by the value of R square.

**Table 3 Coefficient of Determination**

<b>Model</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	0.675	0.655	0.352

From the table above, the coefficient of determination (R2) is 0.675 indicating that the independent variables (ethical leadership and work stress) contribute 67.5% to the dependent variable (performance). This indicates that the regression model used is quite good in explaining the relationship between these variables. Meanwhile, the adjusted R Square value of 0.655 indicates that 65.5% of the performance variation can be explained by the independent variables, after adjusting for the sample size and the number of independent variables. while the remaining 35.5% of performance is influenced by other variables not present in this study.

## **Discussion**

### **The Effect of Ethical Leadership on Employee Performance**

The results of this study state that there is an influence between ethical leadership on performance. Based on the results of research on the effect of ethical leadership on employee performance at the North Sumatra Province BPKP Representative stated that because the significance value was less than 0.05, namely 0.002 and the 95% confidence interval for the X1 coefficient did not include a zero value in the Ha acceptance area so H0 was rejected, this is it is stated that ethical leadership has a significant effect on the performance of Employee Performance at BPKP Representatives of North Sumatra Province.

This research is in line with some of the results of previous studies which show that ethical leadership has a positive and significant effect on employee performance:

1. Riyanto, S., & Yulianti, V. (2018). Pengaruh kepemimpinan etis terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening. *Jurnal Manajemen dan Bisnis Indonesia*, 7(1), 40-57.
2. Susanti, E., Fadlilah, N., & Rizal, S. (2021). The effect of ethical leadership on employee performance mediated by organizational commitment and job satisfaction: Evidence from Indonesian banking industry. *International Journal of Innovation, Creativity and Change*, 15(6), 83-97.
3. Damanik, I. H. D. (2016). Pengaruh kepemimpinan etis terhadap kinerja pegawai melalui komitmen organisasi. *Jurnal Manajemen dan Kewirausahaan*, 18(2), 113-121.
4. Ratnasari, D., & Hariyono, H. T. (2019). Pengaruh kepemimpinan etis terhadap kinerja pegawai melalui mediasi kepuasan kerja. *Jurnal Manajemen dan Bisnis*, 16(1), 85-102.
5. Mustafidah, N., Fakhrurrozi, F., & Rijal, K. (2019). The influence of ethical leadership on employee performance mediated by job satisfaction in Indonesia. *Journal of Business and Management*, 21(2), 59-69.

The studies above show that ethical leadership has a positive and significant influence on employee performance in Indonesia. This can happen because ethical leadership encourages employees to behave following the ethical values held by the organization, increases employee trust and loyalty to superiors and the organization, and increases job satisfaction and organizational commitment.

### **Effect of Work Stress on Employee Performance**

The results of this study state that there is an effect of work stress on performance. Based on the results of research on the effect of work stress on employee performance at BPKP Representatives of North Sumatra Province states that the significance value is less than 0.05, namely 0.005 and the 95% confidence interval for the X2 coefficient does not include a zero value in the  $H_a$  acceptance area so  $H_0$  is rejected, this is it is stated that work stress has a significant effect on the performance of Employee Performance at BPKP Representatives of North Sumatra Province.

This research is in line with some of the results of previous research from Indonesian researchers which showed the effect of work stress on employee performance:

1. Setiawan, H., & Sari, I. M. (2018). Pengaruh stres kerja terhadap kinerja pegawai melalui kepuasan kerja sebagai variabel intervening. *Jurnal Ekonomi dan Bisnis*, 21(1), 70-82.
2. Mawardi, M. K., & Haris, A. (2018). Pengaruh stres kerja dan kepuasan kerja terhadap kinerja pegawai pada PT. Pelayaran Nasional Indonesia (Persero) Cabang Dumai. *Jurnal Ilmu Administrasi Bisnis*, 7(1), 1-12.
3. Kholil, K. (2019). Pengaruh stres kerja terhadap kinerja pegawai PT. Bank Syariah Mandiri Cabang Sukun Malang. *Jurnal Bisnis dan Ekonomi*, 26(1), 52-62.
4. Prasetya, F. A., & Apriyanto, G. (2020). Pengaruh stres kerja terhadap kinerja pegawai melalui mediasi kepuasan kerja dan komitmen organisasi. *Jurnal Administrasi Bisnis*, 9(2), 81-91.
5. Nurochmah, E., Yudho, G., & Purwanto, H. (2019). Pengaruh stres kerja dan kepuasan kerja terhadap kinerja pegawai dengan komitmen organisasi sebagai variabel mediasi. *Jurnal Manajemen Bisnis dan Inovasi*, 6(2), 197-207.

The studies above show that work stress harms employee performance in Indonesia. This happens because work stress can disrupt the psychological and physical balance of employees, reduce motivation and productivity, and increase absenteeism and turnover rates. In addition, work stress can

also reduce job satisfaction and organizational commitment, which will ultimately affect employee performance as a whole.

## CONCLUSION

Based on the results of research and discussion conducted by researchers regarding the effect of Ethical Leadership and Work Stress on Organizational Performance through employee performance at BPKP Representatives of North Sumatra Province, it can be concluded that ethical leadership has a positive and significant effect on Employee Performance, work stress has a negative and significant effect on Employee Performance. Good ethical leadership can motivate employees to work harder and overall create a more positive and productive work environment. Employees experiencing job stress tend to be less productive and more likely to be absent or out of work. Ethical leadership can help reduce job stress. Good ethical leadership can create a more positive work environment and provide the necessary support and resources to deal with job stress. Ethical leadership and job stress can interact in complex ways. Although ethical leadership can help reduce job stress, excessive work stress can also hinder a leader's ability to act ethically. In addition, unethical leaders can create a work environment that creates job stress for employees. The results of this study are expected to contribute to efforts to improve organizational performance through the performance of Civil Servants (PNS) at the BPKP Representative Office of North Sumatra Province.

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