

Influence Of Leadership Style, Financial Compensation, Workload, And Work Stress On Performance With Job Motivation As An Intervening Variable

Authors' contributions This work was carried out in collaboration among all authors. Authors read and approved the final manuscript

ABSTRACT

Aims. *The low employee performance in this increasingly competitive era remains a significant issue in Human Resource Management (HRM). The purpose of this research is to analyze the influence of leadership style on employee performance with motivation as an intervening variable.*

Study Design: *This study falls under the category of quantitative research with a population of all marketing staff working at PT BRI Banjarnegara Branch, totaling 150 individuals. The sample for this study was determined using the Slovin formula and resulted in 109 participants.*

Methodology: *The hypothesis testing is conducted using the Partial Least Square (PLS) based Structural Equation Model (SEM) approach. By employing the PLS-based SEM approach, researchers can analyze the relationships among the variables in the study and test the proposed hypotheses.*

Result: *The results of the study show that leadership style, workload, work stress have a positive effect on employee motivation, and financial compensation has a negative effect on employee motivation. However, leadership style and workload do not have a significant effect on employee performance. Meanwhile, financial compensation and work stress have a positive influence on employee performance. In addition, work motivation has a positive influence on employee performance, leadership style has a positive influence on employee performance with motivation as an intervening variable, financial compensation has a negative influence on employee performance with motivation as an intervening variable*

Keywords: Leadership, Workload, Stress, Motivation, Performance

1. INTRODUCTION

In this era of globalization and with the impact of the COVID-19 virus affecting the world, particularly Indonesia, there is a significant economic impact. In order for businesses to remain viable and resilient, they must be willing to face these challenges, which means adapting to changes and winning in competition. Businesses must have human resources (HR) with good performance (Hogantara, 2021). The low performance of employees in this increasingly competitive era remains a major issue in human resource management (HRM) (Sumiyati et al., 2016).

Employee performance plays a crucial role for PT BRI (Persero) Tbk Branch Office Banjarnegara in achieving the company's goals. Good performance can significantly contribute to the progress and success of the company, while poor performance can lead to decline and setbacks. According to Mangkunegara (2016), performance can be understood as the results achieved by an employee in terms of both quality and quantity when carrying out their responsibilities.

32 Looking at the performance assessment data above, it is observed that the majority
33 of employees received "good" and "satisfactory" performance ratings. However, this situation
34 is still categorized as suboptimal because it does not align with the target set by BRI Branch
35 Office Banjarnegara. The target established by BRI Branch Office Banjarnegara is for all
36 employees to achieve an "excellent" performance rating. This is because BRI Branch Office
37 Banjarnegara currently requires employees with maximum performance to achieve the
38 company's goals.

39 Jason A. Colquitt's (2020) research indicates that individuals and teams function
40 within organizations to enhance overall performance and productivity. Colquitt provides
41 insights that factors such as leadership, motivation, and teamwork can optimize operational
42 efficiency and achieve better outcomes.

43 According to Gibson (2016), there are three factors that influence performance,
44 namely individual factors that come from within a person, organizational factors, and
45 psychological factors. Meanwhile, according to Wirawan (2019), factors influencing
46 employee performance include internal organizational factors such as leadership style,
47 workload, and compensation. Additionally, external factors such as external environmental
48 conditions, events, or situations that affect employee performance, such as job stress, also
49 play a role.

50 Leadership style has a significant impact on employee performance. A leader who
51 can plan, inform, make decisions, and evaluate can provide clear direction, provide relevant
52 information, and create a supportive work environment. With effective leadership, employees
53 can work efficiently and effectively, and feel motivated to achieve optimal performance
54 (Zahari *et al.*, 2020). Research Finding Mendrofa *et al.*, (2021) and Faqih *et al.*, (2021) The
55 research findings indicate that effective leadership supports high employee performance.
56 Research by Bhaskara (2015), Wagimo and Ancok (2017), and Fajrin (2019) found that
57 leadership styles have a significant influence on employee performance. However, studies
58 by Nugroho (2018), Siagian *et al.* (2018), Amalia *et al.* (2018), and Ratnasari (2020) stated
59 that leadership styles do not have a significant impact on performance, meaning that good or
60 bad leadership styles do not lead to changes in employee performance.

61 In addition to impacting performance, leadership styles also affect employee
62 motivation. Research by Jaya *et al.* (2020), Pramudhita & Meirisa (2019), and N. A. Jannah
63 *et al.* (2021) acknowledged that leadership styles can influence employee performance. On
64 the other hand, studies by Dinarwati (2021) and Masali (2021) stated that leadership styles
65 do not affect employee motivation. Leadership that can build self-confidence in task
66 execution can be a crucial factor in fostering employee motivation. A leader who provides
67 support, autonomy, and training to employees demonstrates confidence in their abilities.
68 Being a role model with positive attitudes and behaviors and allowing room for mistakes also
69 plays a crucial role. Listening to employees with empathy and providing sincere recognition
70 for their contributions are essential. By implementing this leadership approach, a positive
71 work environment is created in which employees feel confident and motivated to give their
72 best. Research by Jaya *et al.* (2020) and Handani (2021) stated that leadership styles affect
73 employee performance, with motivation as an intervening variable. This means that effective
74 leadership can enhance employee work motivation, which in turn contributes to their
75 improved performance. However, research by Fitriani & Apriliani (2019) indicated that
76 motivation is not an intervening variable in the relationship between leadership styles and
77 performance.

78 Financial compensation is a critical aspect for employees. The financial
79 compensation received by employees can influence their performance. Research by
80 Ghazanfar *et al.* (2018) and Vecchio *et al.* (2019) showed that compensation has a strong
81 and significant impact on performance. However, research by Andriana (2019) indicated that
82 compensation does not have a direct impact on performance. This suggests that
83 compensation is not the only factor that can enhance employee performance. Findings by
84 Zainuri & Mundakir (2018), Efendi (2019), Mutmainah (2017), Puspita, Andre & Arif (2018),

85 Suwati (2019), Halima (2019), and Adnyani (2018) indicated that there is a significant and
86 positive impact of compensation on employee motivation. However, research by Zainuri &
87 Mundakir (2018) and Riana & 1 (2019) indicated that compensation does not affect
88 motivation. Compensation influences employee performance, with motivation as an
89 intervening variable, in line with the findings of Riana & 1 (2019). However, Andriana's
90 (2019) research indicated that compensation has a direct impact on both employee
91 motivation and performance, with motivation not acting as an intervening variable.

92 Workload analysis is crucial to creating a pleasant office environment characterized
93 by employees being placed in positions that match their performance capabilities. Workload
94 refers to a worker's ability to complete assigned tasks. From an ergonomic perspective, it's
95 essential that each workload assigned to an individual matches their physical and
96 psychological abilities. Physical abilities include factors such as strength, speed, endurance,
97 and body flexibility. If the workload exceeds an individual's physical capabilities, it can lead
98 to physical fatigue, injury, or a decline in overall performance. Inappropriate workloads can
99 lower employee performance. Research by Lukiyana & Firdaus (2017), Oktaviana Ayu
100 Prahastari (2018), and Lioni (2021) found that workload has a direct impact on performance.
101 However, research by Silvia & Simamora (2019) and R. F. Jannah (2021) found that
102 workload does not have a significant effect on performance. Workload also affects
103 motivation, as indicated by the findings of Lukiyana & Firdaus (2017), Oktaviana Ayu
104 Prahastari (2018), and Lioni (2021). However, research by Aksama et al. (2020) stated that
105 workload does not significantly affect motivation. Workload affects employee performance,
106 with motivation as an intervening variable, according to the research by Lukiyana & Firdaus
107 (2017), Oktaviana Ayu Prahastari (2018), and Lioni (2021). However, Silvia & Simamora
108 (2019) and R. F. Jannah (2021) found that motivation is not an intervening variable in the
109 relationship between workload and performance.

110 Every organization must align employee capabilities with assigned tasks. Jobs that
111 don't match employees' capabilities to meet workplace expectations and demands can result
112 in stress, which, in turn, decreases employee motivation and performance (Nabawi, 2019).
113 Research by Christy & Amalia (2018), Sugiarto & Nanda (2020), and Naradhipa & Azzuhri
114 (2016) found that work stress has a negative impact on employee performance. However,
115 research by Novianti (2016) and Erna et al. (2018) stated that work stress does not have a
116 significant effect on employee performance. Research by Christy & Amalia (2018), Sugiarto
117 & Nanda (2020), and Naradhipa & Azzuhri (2016) also showed that work stress has a
118 negative impact on motivation. However, research by Nanda (2020), Naradhipa (2020),
119 Sugiarto (2020), and Halim (2020) indicated that work stress does not affect motivation.
120 Work stress indirectly affects performance through work motivation as an intervening
121 variable, according to the findings of Christy & Amalia (2018), Sugiarto & Nanda (2020), and
122 Naradhipa & Azzuhri (2016). However, studies by Maulidiah (2017) and Nanda et al. (2019)
123 showed that work stress has a significant positive impact on employee performance, with
124 motivation as an intervening variable.

125 The research by Goeyanto (2017), Sundi K. (2018), and Handoyo (2019)
126 demonstrated that there is a positive relationship between work motivation and employee
127 performance. However, studies by Adha et al. (2019), Hidayat (2021), and Mulyanto et al.
128 (2021) found that work motivation does not significantly affect employee performance. On
129 the other hand, research by Hanafi (2017), Mutmainah (2017), Sugiarto (2020), Ardiansyah
130 et al. (2021), and Halim (2020) stated that motivation has a significant influence on
131 employee performance. Motivation is one of the most crucial factors influencing human
132 behavior and performance.

133 Previous studies analyzing employee performance influenced by leadership styles,
134 financial compensation, workload, work stress, and motivation show that these factors still
135 stand independently, and there is inconsistency in their results. Based on the background
136 mentioned above, it is evident that the performance of PT BRI KC Banjarnegara has not
137 reached the savings target in each of its units. This is due to the instability.

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2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

- a. The Influence of Leadership Style on Work Motivation
Leadership style has a positive influence on work motivation (H1). Hasibuan (2017) states that leadership style is a way used by leaders to influence their subordinates, making them more motivated and willing to work cooperatively to achieve organizational goals. The Path-Goal theory is an organizational theory developed to explain how a leader's behavior influences the motivation and performance of subordinates. According to this model, the positive effect that leaders have on the motivation of followers and the performance of subordinates is considered the cause of leadership effectiveness. This theory is called the path-goal theory because it focuses on how followers' perceptions of job goals, self-development goals, and the path required to achieve goals are influenced by the leader (Doni Dwi Nova & Sakitri, 2021). Consistent with the research output of Kiswanto (2018), Mesaak (2019), Ridwan (2020), Janah (2021), and Mendrofa (2021), there is a significant positive relationship between leadership style and employee work motivation. Work motivation is strongly influenced by leadership style because a leader's success in inspiring others to achieve goals depends on how motivation is created within each employee.
- b. The Influence of Financial Compensation on Work Motivation
Financial compensation has a positive influence on motivation (H2). Notoatmodjo (2017) states that adequate compensation affects employee job performance, motivation, and job satisfaction. When compensation is given appropriately and correctly, employees will experience job satisfaction and be motivated to achieve organizational goals. However, if compensation provided is inadequate or inappropriate, job performance, motivation, and job satisfaction may decline. According to Hasibuan (2019), well-implemented compensation has the potential to provide work motivation to employees. Compensation itself consists of two main components: direct compensation and indirect compensation. In the research of Mutmainah (2017), Puspita, Andre & Arif (2018), Suwati (2019), Halima (2019), and Adnyani (2018), the research output shows that there is a significant and positive relationship between compensation and employee motivation.
- c. The influence of workload on work motivation
Workload has a negative influence on work motivation (h3). Organizations will always strive to improve the performance of their employees, aiming to achieve the desired organizational goals. Each individual will respond to workload differently. employees who can manage their workload effectively can make a valuable contribution to completing their tasks. However, individuals experiencing excessive workloads may struggle to maintain good performance. Therefore, it is important for supervisors to pay attention to and understand how each employee perceives the workload they experience. The research results of anggita (2018), firdaus (2017), santoso (2019), nabawi (2019), and prahastari (2019) indicate that workload affects motivation negatively.
- d. The Influence of Job Stress on Work Motivation
Job stress has a direct and significant negative influence on work motivation (H4). The higher the level of job stress perceived by employees, the lower their work motivation, and conversely, the lower the level of job stress, the higher their work motivation. Research results from Nanda (2020), Naradhipa (2020), Sugiarto (2020), and Halim (2020) indicate that job stress has a significant negative impact on motivation. As the level of job stress experienced by employees increases, their work motivation decreases, and as the level of job stress decreases, their work motivation increases.
- e. The Influence of Leadership Style on Performance

191 Leadership style has a positive influence on job performance (H5). In the Path-Goal
192 Theory developed by House (1971), it is suggested that leaders can encourage
193 higher performance by providing activities that influence their subordinates to
194 believe that maximum results can be achieved through serious effort (J. Sari &
195 Rokhmi Fuadati, 2022). The more effective the leadership style applied, the more
196 likely employee performance will increase. Effective leadership styles include
197 qualities such as providing clear direction, support, and constructive feedback to
198 employees. This aligns with the research findings of Brahmasari and Suprayetno
199 (2018), Putu (2019), Siagian et al. (2018), Sugiyatmi et al. (2018), Elqadri, Suci &
200 Chandra (2019), Amalia (2018), Irfani et al. (2020) that leadership has a positive and
201 significant impact on employee performance. When leadership style is enhanced for
202 employees, their performance tends to improve, and conversely, when leadership
203 provided to employees is low, their performance decreases.

204 f. The Influence of Financial Compensation on Employee Performance
205 Financial compensation has a positive influence on performance (H6). In the
206 management and operations of a company, there is a significant relationship
207 between compensation and employee performance. Compensation is defined as
208 remuneration given to employees as a form of appreciation for their contributions
209 and work in the organization. This compensation can be in the form of direct or
210 indirect financial compensation, as well as non-financial recognition that is indirectly
211 related. In the research conducted by Mutmainah (2017), Puspita, Andre & Arif
212 (2018), Suwati (2019), Halima (2019), and Adnyani (2018), the results show that
213 compensation has a positive and significant impact on employee motivation and
214 performance. Providing appropriate financial compensation can maintain employee
215 performance because employees feel valued by the organization. When the
216 organization provides fair and adequate compensation, employees feel recognized
217 for their contributions and valued. This creates additional motivation for employees
218 to continue delivering good performance and being committed to the organization.

219 g. The Influence of Workload on Employee Performance
220 Workload has a negative influence on performance (H7). Workload has a significant
221 and negative impact on employee performance. However, when workload is no
222 longer the primary cause of declining employee performance, other factors such as
223 job satisfaction and job stress can trigger performance decline. When workload is
224 well managed and within the limits that employees can handle, other factors like job
225 satisfaction become more relevant. Research by Rindorindo, Murni & Trang (2019),
226 Santoso (2019), Nabawi (2019), and Prahastari (2019) found that workload has a
227 significant negative impact on employee performance. When workload is no longer
228 the primary cause of declining performance, other factors like job satisfaction and
229 job stress can become triggers for performance decline.

230 h. The Influence of Job Stress on Employee Performance
231 Job stress has a negative influence on employee performance (H8). Job stress
232 experienced by employees can disrupt their performance. Job stress is a response
233 that occurs when job demands exceed an employee's capabilities or resources.
234 Prolonged and poorly managed job stress can have a negative impact on employee
235 performance. Research results from Nanda (2020), Naradhipa (2020), Sugiarto
236 (2020), and Halim (2020) found a significant negative impact of job stress on
237 employee performance. This negative impact means that as job stress decreases for
238 an employee, it leads to an increase in their performance.

239 i. The Influence of Motivation on Performance
240 Motivation has a positive influence on performance (H9). Motivation can be seen as
241 a change in energy within a person, marked by specific feelings triggered by the
242 response to a goal. Motivation is the fundamental drive that encourages a person to
243 strive to their fullest potential because of the goals they want to achieve. Research

244 by Hanafi (2017), Mutmainah (2017), Sugiarto (2020), Ardiansyah et al. (2021), and
245 Halim (2020) states that motivation has a significant impact on employee
246 performance. Motivation is one of the most important factors that influence human
247 behavior and performance. The presence of motivation stimulates employees to
248 utilize their skills and abilities to achieve maximum performance. Motivation is
249 needed because humans require some form of incentive or encouragement to
250 achieve better performance.

251 j. The Influence of Leadership Style on Performance with Work Motivation as an
252 Intervening Variable
253 Leadership style influences performance with work motivation as an intervening
254 variable (H10). Research by Chandra (2019), Amalia (2018), Irfani (2020), and
255 Ardiansyah et al. (2021) found that leadership style has a positive impact on
256 employee performance through work motivation. This demonstrates that work
257 motivation mediates the relationship between leadership style and employee
258 performance. Effective leadership styles can influence employee work motivation,
259 motivating them to use their skills and strengths to achieve optimal performance in
260 order to reach the company's goals. Leaders who practice motivating leadership
261 styles tend to inspire, guide, and support employees, creating a supportive work
262 environment and recognizing employee contributions.

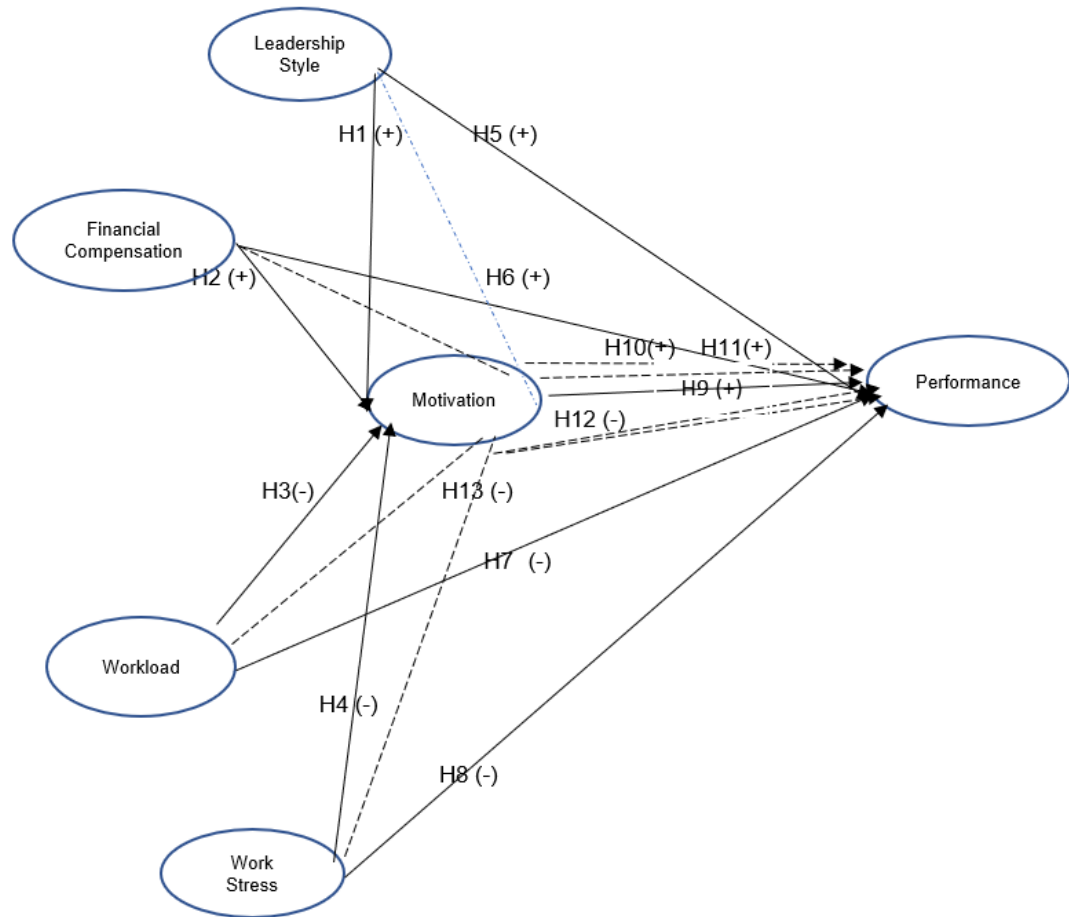
263 k. The Influence of Financial Compensation on Employee Performance with Work
264 Motivation as an Intervening Variable.
265 Financial compensation influences performance with work motivation as an
266 intervening variable (H11). Fair and adequate compensation can be a crucial factor
267 in improving employee performance. Employees feel valued and motivated when
268 they receive compensation that aligns with their contributions and job quality.
269 Adequate compensation includes various forms, such as competitive salaries,
270 performance-based bonuses, allowances, and other indirect rewards. Employees
271 establish expectations about the compensation they receive if a certain level of
272 performance is achieved. Research by Zaroni (2017), Suwati (2019), Halima
273 (2019), and Adnyani (2018) shows that motivation plays an important role as a
274 mediator between the influence of compensation on employee performance.

275 l. The Influence of Workload on Employee Performance with Work Motivation as an
276 Intervening Variable.
277 Workload has an influence on performance with motivation as an intervening
278 variable (H12). Whether or not employees perform well can be influenced by their
279 perception of their workload. Workload refers to the number of tasks or jobs
280 assigned to employees within a specific time frame. The perceived level of workload
281 by employees can have an impact on the performance they exhibit. In fact, the
282 perceived level of workload by employees can affect their ability to complete
283 assigned tasks. Workloads that are either too heavy or too light can contribute to
284 health problems or job-related disorders. Excessive workload can lead to physical
285 and mental fatigue and can trigger emotional reactions such as headaches,
286 digestive problems, and irritability. Research results from Firdaus (2017), Irawati
287 (2019), Santoso (2019) found that workload has a significant impact on employee
288 performance through intrinsic motivation as an intervening variable.

289 m. The Influence of Job Stress on Employee Performance with Work Motivation as an
290 Intervening Variable
291 Job stress influences performance with motivation as an intervening variable (H13).
292 Employee work motivation is essential, either self-motivation or provided by the
293 company, so that the job stress experienced by employees can result in
294 performance that meets the company's standards. Research results from Nanda
295 (2020), Sugiarto (2020), and Halim (2020) show that there is a relationship between

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job stress, employee performance, and work motivation. Job stress negatively affects employee performance through work motivation as an intervening variable. This occurs because when an employee faces daily work routines, job stress levels can vary from low to high depending on various influencing factors. As stress levels increase, the resulting performance tends to be poor, especially if the stress is not managed and addressed properly. One way to improve employee performance is through work motivation. Based on the above framework, it can be depicted as follows:



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Fig 1. The framework

308 Based on the description within the above framework, the author formulates
309 the following hypotheses:

- 310 H1 Leadership style has a positive influence on work motivation.
- 311 H2 Financial compensation has a positive influence on work motivation.
- 312 H3 Workload has a negative influence on work motivation.
- 313 H4 Job stress has a negative influence on work motivation.
- 314 H5 Leadership style has a positive influence on performance.
- 315 H6 Financial compensation has a positive influence on performance.
- 316 H7 Workload has a negative influence on performance.

- 317 H8 Job stress has a negative influence on performance.
 318 H9 Motivation has a positive influence on performance.
 319 H10 Leadership style has a positive influence on employee performance with
 320 motivation as an intervening variable.
 321 H11 Financial compensation has a positive influence on employee performance
 322 with motivation as an intervening variable.
 323 H12 Workload has a negative influence on employee performance with motivation
 324 as an intervening variable.
 325 H13 Job stress has a negative influence on employee performance with motivation
 326 as an intervening variable.
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328 3. METHODS

329 This research falls into the category of quantitative research as it employs a methodology
 330 that seeks to quantify data. Furthermore, this study tends to use specialized statistical
 331 analysis due to the predominant type of data processed, which is in numerical form. The
 332 researcher directs this study to discover and explain the relationships between leadership
 333 style, financial compensation, workload, job stress, and performance by introducing the
 334 intervening variable of motivation, based on existing theories. The instrument utilized in this
 335 study consists of a questionnaire distributed to predetermined respondents from the studied
 336 population. The population in this study encompasses all marketing employees of PT BRI
 337 Branch Office Banjarnegara, totaling 150 individuals. The sample size for this study,
 338 calculated using the Slovin formula, is 109 individuals. The data collection method employed
 339 by the researcher in this study utilizes a questionnaire instrument. Hypothesis testing is
 340 conducted using a Structural Equation Model (SEM) approach based on Partial Least
 341 Square (PLS). PLS is a component-based or variance-based Structural Equation Model
 342 (SEM). SEM itself is a statistical field that enables the testing of complex and difficult-to-
 343 measure relationships simultaneously. By utilizing the PLS-based SEM approach, the
 344 researcher can analyze the relationships between the variables in the study and test the
 345 proposed hypotheses.
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347 4. RESULTS AND DISCUSSION

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 349 The data processing technique using Partial Least Square (PLS) is as follows:

350 **Table 1**
 351 ***Outer Loadings (Measurement Model)***
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Variable	Indicator	Loading factor
Leadership Style	X1.1	0,859
	X1.2	0,877
	X1.3	0,886
	X1.4	0,812
Financial Compensation	X2.1	0,712
	X2.2	0,881
	X2.3	0,841
	X2.4	0,796
Workload	X3.1	0,793
	X3.2	0,794
	X3.3	0,746
	X3.4	0,765
	X3.5	0,712

Variable	Indicator	Loading factor
Work Stress	X4.1	0,958
	X4.2	0,953
	X4.3	0,720
	X4.4	0,706
Motivation	Y1.1	0,814
	Y1.2	0,803
	Y1.3	0,711
	Y1.4	0,702
	Y1.5	0,712
	Y1.6	0,705
Performance	Y2.1	0,819
	Y2.2	0,724
	Y2.3	0,789
	Y2.4	0,755
	Y2.5	0,707

Source: Data Processing with SmartPLS, 2023

Using SmartPLS, Table 1 shows the processing results indicating the outer model values or correlations between constructs and variables. Loading factor values greater than 0.70 indicate that the constructs meet convergent validity, thus, it can be concluded that the constructs for all variables can be used to test hypotheses.

1) Discriminant Validity

To assess discriminant validity of a model, each indicator of a latent variable should have the highest loading value on that latent variable compared to other latent variables. This indicates that the indicators consistently measure the intended latent variable and do not significantly overlap with other latent variables in the model. The output of the discriminant validity testing is obtained as follows:

Table 2
Nilai Discriminant Validity (Cross Loading)

	Leadership Style	Financial Compensation	Workload	Work Stress	Motivation	Performance
X1.1	859	516	574	384	452	556
X1.2	877	500	553	297	413	468
X1.3	886	435	501	242	329	406
X1.4	812	266	448	208	466	344
X2.1	378	712	461	300	193	351
X2.2	381	881	503	420	191	549
X2.3	419	841	488	678	229	591
X2.4	451	796	443	406	204	482
X3.1	466	451	793	234	410	388
X3.2	522	479	794	365	418	498
X3.3	451	338	746	278	400	400
X3.4	488	486	765	501	462	562
X3.5	330	437	712	343	372	406
X4.1	410	638	505	958	389	769
X4.2	395	643	476	953	361	740
X4.3	-019	061	089	720	169	264
X4.4	001	182	237	706	267	270
Y1.1	452	161	453	317	814	517
Y1.2	438	333	506	366	803	580

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Y1_3	,336	,179	,364	,270	,711	,344
Y1_4	,222	-,072	,166	,116	,702	,223
Y1_5	,250	-,029	,071	,063	,712	,200
Y1_6	,294	,280	,535	,361	,705	,490
Y2_1	,456	,698	,521	,848	,408	,819
Y2_2	,371	,255	,281	,283	,405	,724
Y2_3	,375	,400	,374	,508	,398	,789
Y2_4	,349	,387	,468	,457	,574	,755
Y2_5	,374	,444	,559	,405	,459	,707

Source: Data Processing with SmartPLS, 2023

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Based on the information provided in Table 2, the loading factor values for the construct variables of latent variables indicate that these loading factor values are higher compared to the loading factors of other latent variables. This indicates that the latent variables in the model have good discriminant validity. Good discriminant validity suggests that each latent variable makes a unique and separate contribution from other latent variables in explaining the measured constructs. In other words, the indicators used to measure latent variables consistently and significantly contribute to the intended latent variable while having a low influence on other latent variables. The presence of good discriminant validity is crucial in research as it ensures that each latent variable in the model has conceptual validity and can be interpreted separately. This allows researchers to generalize findings and make more accurate conclusions about the relationships among observed variables in the research model.

2) *Cronbach Alpha, Average Variance Extracted (AVE), Composite Reliability*

Criteria for validity and reliability can also be assessed from the reliability values of a construct and the Average Variance Extracted (AVE) values of each construct. A construct is considered to have high reliability if its value is 0.70 or higher, and AVE is above 0.50.

Table 3 : Different Variables and Statements with statistical values

Variable	Statement	R Statistic	Criteria
Leadership Style	Leaders always provide direct guidance to subordinates in the implementation of their work.	,859	Valid
	Leaders offer support and assistance to employees in carrying out their tasks.	,877	Valid
	Leaders can create a conducive working environment.	,886	Valid
	Leaders reward employees with good performance.	,812	Valid
Financial Compensation	The company I work for is able to meet the daily needs of its employees with the monthly salary.	,712	Valid
	The bonuses provided by my company have consistently boosted work morale.	,881	Valid
	The Holiday Allowance received meets expectations.	,841	Valid
	I feel protected due to the health insurance provided by the company.	,796	Valid
Workload	I am satisfied with the distribution of work assignments.	,793	Valid
	Leaders delegate job responsibilities according to the given responsibilities.	,794	Valid
	I receive and complete tasks with a high level of difficulty.	,746	Valid
	The company pays attention to the provision of office equipment and employee facilities.	,765	Valid
	I feel that my current workload matches my abilities.	,712	Valid

Variable	Statement	R Statistic	Criteria
Work Stress	My fieldwork is very exhausting because my tasks often overlap (double job).	,958	Valid
	Having deadlines for tasks increases my heart rate.	,953	Valid
	I have a less than favorable relationship with my coworkers.	,720	Valid
	The company provides a sense of security for its employees.	,706	Valid
Motivation	The company offers leave facilities for employees.	,814	Valid
	Health insurance provided by the company for employees in need.	,803	Valid
	The working relationship with colleagues in this company is good.	,711	Valid
	I am satisfied with receiving bonuses based on personal performance evaluations.	,702	Valid
	I am happy to receive work challenges provided by the company.	,712	Valid
	I perform tasks skillfully and diligently in accordance with the company's quantity requirements.	,705	Valid
Performance	I work according to targets and complete tasks according to the quality standards set by the company.	,819	Valid
	I am able to complete tasks on time.	,724	Valid
	My work productivity is the highest among my colleagues.	,789	Valid
	I can achieve the targets set by the leaders.	,755	Valid

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Table 4 presents the values of Composite Reliability and AVE for all variables.

Table 4
Cronbach Alpha, Average Variance Extracted (AVE), Composite Reliability

Variabel	AVE	Cronbach Alpha	Composite Reliability	Criteria
Leadership Style	0,738	0,882	0,918	Reliabel
Financial Compensation	0,636	0,806	0,873	Reliabel
Workload	0,559	0,802	0,863	Reliabel
Work Stress	0,616	0,797	0,857	Reliabel
Motivation	0,502	0,809	0,856	Reliabel
Performance	0,539	0,787	0,853	Reliabel

Source: Data Processing with SmartPLS, 2023

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Based on the data in Table 4, it is evident that AVE values > 0.50, indicating that all variables have high validity. Data in Table 5 also shows composite reliability values > 0.70, which is a recommended criterion for reliability. The next validity test is the Fornell-Larcker Criterion, which indicates the validity of variables when a variable has a higher correlation compared to the correlations between different variables.

Table 5
Fornell-Larcker Criterion

	Workload	Leadership Style	Performance	Financial Compensation	Motivation	Work Stress
Workload	0,747					
Leadership Style	0,609	0,859				
Performance	0,613	0,526	0,734			
Financial	0,591	0,508	0,630	0,797		

Compensation						
Motivation	0,555	0,488	0,603	0,256	0,709	
Work Stress	0,472	0,338	0,729	0,584	0,393	0,785

Source: Data Processing with SmartPLS, 2023

Table 5 shows that the correlation values of the constructs with their associates are higher compared to other constructs, indicating that the model has good discriminant validity.

b. Testing the Structural Model (Inner Model)

After conducting testing on the outer model and ensuring the quality of the indicator measurements, the next step is to test the inner model (structural model). R-Squared measures how well the structural model explains the variation in the dependent latent variable. R-Squared ranges from 0 to 1, and the higher the value, the better the model can explain the variation in the dependent variable. A positive Q Square value indicates that the model has predictive superiority compared to the baseline. A Q Square value above 0.1 is considered to have good predictive superiority. The results of the data analysis indicate that:

Tabel 6
R Square dan R Square Adjusted

	R Square	R Square Adjusted
Performance	0,714	0,700
Motivation	0,408	0,385

Source: Data Processing with SmartPLS, 2023

This study employs two variables influenced by other variables: Motivation (Y1), influenced by Leadership Style (X1), Financial Compensation (X2), Workload (X3), and Work Stress (X4), and Performance (Y2), influenced by Leadership Style (X1), Financial Compensation (X2), Workload (X3), Work Stress (X4), and Motivation (Y1). Table 6 presents the R-squared values for the Motivation (Y1) variable, which is 0.408, and for the Performance (Y2) variable, which is 0.714. These results indicate that 35.8% of the Motivation (Y1) variable is influenced by Leadership Style (X1), Financial Compensation (X2), Workload (X3), and Work Stress (X4), and 70% of the Performance (Y2) variable is influenced by Leadership Style (X1), Financial Compensation (X2), Workload (X3), Work Stress (X4), and Motivation (Y1), while the remaining 30% is influenced by other variables not examined in this study.

Subsequently, the testing of predictive relevance or Q-Square for the structural model aims to assess how well the model's observed values align with its parameter estimates. It is known that if the Q-Square value is greater than 0, then the model can be said to have predictive relevance. The output is as follows:

Table 7
Q Square

	R Square	Q ²
Performance	0,714	0,49
Motivation	0,408	0,83

Source: Data Processing with SmartPLS, 2023

The calculation of Q-Square in this study yields a value of 0.49 or 49%, and 0.83 or 83%. Thus, it can be concluded that the model in this study has relevant

443 predictive value, where the model used can explain the information in the
444 research data by 83%. Additionally, it has good observational value because the
445 Q-Square value is greater than 0.

446 c. Testing F-Square (F^2)

447 This test is used to determine whether the influence of exogenous
448 (independent) latent variables on endogenous (dependent) latent variables has a
449 substantive effect. The recommended Effect Size ranges are 0.02 – 0.14 (small effect),
450 0.15 – 0.34 (moderate effect), and ≥ 0.35 (large effect) at the structural level. Here are
451 the F-Square values:

452 **Table 8**
453 **F Square**

Variable	Motivation	Performance
Leadership Style	0,083	0,013
Financial Compensation	0,078	0,088
Workload	0,158	0,005
Work Stress	0,077	0,358
Motivation		0,196

454 Source: Data Processing with SmartPLS, 2023

455 Based on Table 8, it is evident that the Leadership Style variable has a small
456 effect on Motivation with an F2 value of 0.083, while it has no significant influence on
457 Performance with an F2 value of 0.013. Financial Compensation has a small effect on
458 Motivation with an F2 value of 0.078 and also has a small effect on Performance with an
459 F2 value of 0.088. Workload has a moderate effect on Motivation with an F2 value of
460 0.158, but it has no significant influence on Performance with an F2 value of 0.005.
461 Work Stress has a small effect on Motivation with an F2 value of 0.077, while it has a
462 large effect on Performance with an F2 value of 0.358. Furthermore, the Motivation
463 variable has a moderate effect on Performance with an F2 value of 0.196.

464 The structural path coefficients indicate the strength and significance of the
465 relationships between latent variables in the model. Statistically significant path
466 coefficients indicate a strong relationship between these latent variables. The stability of
467 estimates is tested using the t-statistic through bootstrapping procedures with a single
468 run.

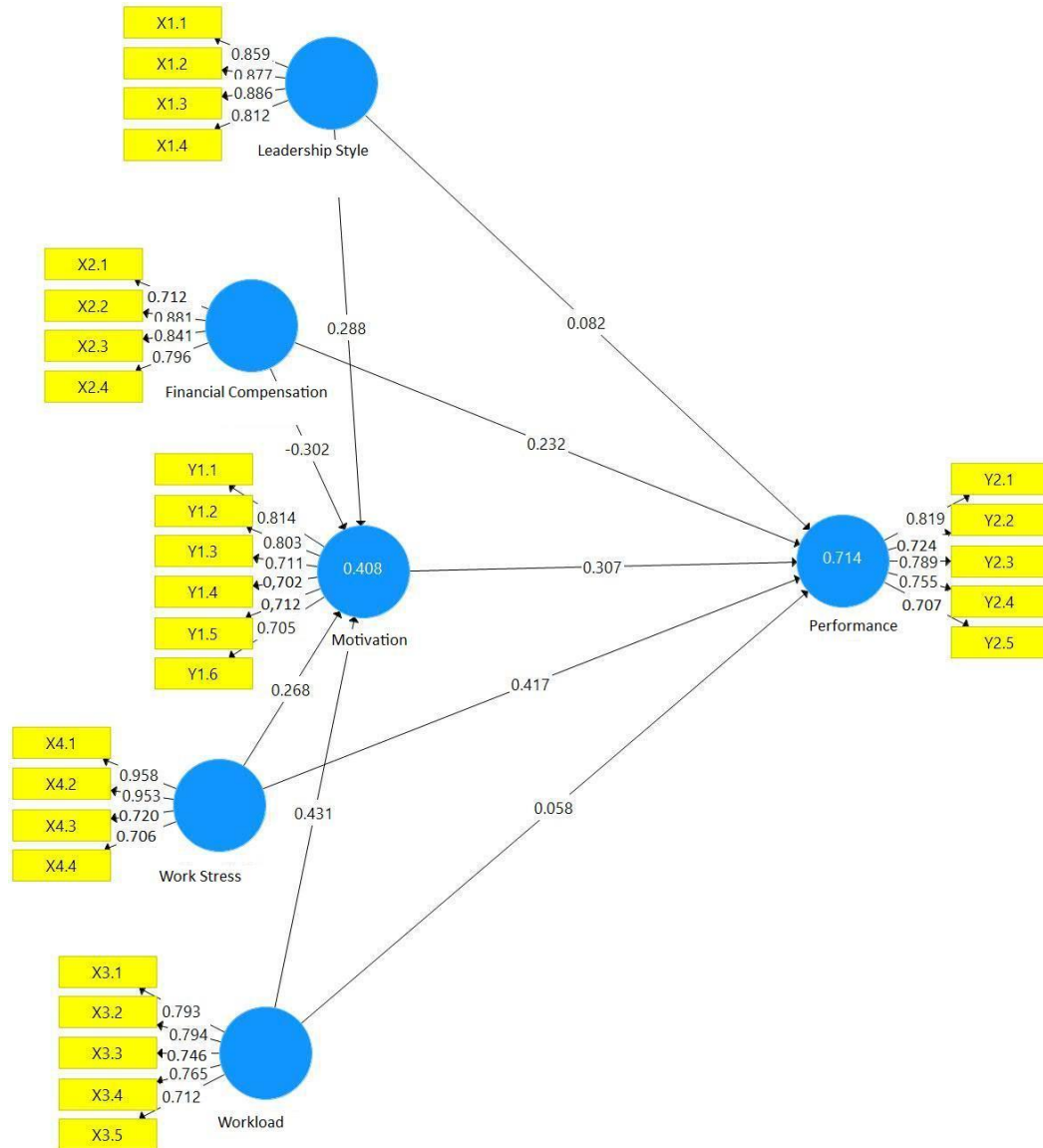


Figure 2
Structural Model

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The results from PLS R-Squares represent the proportion of the total variance of constructs explained by the model. In Partial Least Squares (PLS) analysis, R-Squares depict how well the model can explain the variation in the constructs under investigation. High R-Squares values indicate that the model has a strong ability to explain the variation in the observed constructs, while low R-Squares values indicate that the model has limitations in explaining this variation.

d. Hypothesis Testing of Direct Influence

The results of the bootstrapping test in this study, based on PLS analysis, are as follows:

Table 9
Result Testing Hypotesis

No	Relationship	Original	T hitung	P Values	Conclusion
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		Sample			
1	Leadership Style -> Motivation	0,288	3,040	0,002	Supported
2	Financial Compensation -> Motivation	-0,302	2,542	0,011	Not supported
3	Workload -> Motivation	0,431	3,963	0,000	Supported
4	Work Stress -> Motivation	0,268	3,281	0,001	Supported
5	Leadership Style -> Performance	0,082	1,031	0,303	Not supported
6	Financial Compensation -> Performance	0,232	2,414	0,016	Supported
7	Workload -> Performance	0,058	0,685	0,494	Not supported
8	Work Stress -> Performance	0,417	5,189	0,000	Supported
9	Motivation -> Performance	0,307	3,820	0,000	Supported
10	Leadership Style -> Motivation -> Performance	0,089	2,524	0,012	Supported
11	Financial Compensation -> Motivation -> Performance	-0,093	2,279	0,023	Not supported
12	Workload -> Motivation -> Performance	0,132	2,709	0,007	Supported
13	Work Stress -> Motivation -> Performance	0,083	2,484	0,013	Supported

485 Source: Data Processing with SmartPLS, 2023

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A. Discussion

H1 Leadership style has a positive influence on employee motivation at PT BRI Tbk Branch Banjarnegara. The research results show that the t-statistic is 3.040 > t-table 1.659, and the p-value is 0.002 < alpha 0.05 with an original sample of 0.288 in a positive direction. This means that the leadership style has a positive influence on work motivation. Previous research and leadership theories explain that certain leadership styles, such as directive leadership, supportive leadership, participative leadership, and achievement-oriented leadership, have a positive impact on employee work motivation.

Directive Leadership involves giving clear instructions and guidance to employees. Leaders with this style decide what needs to be done and how to do it. When employees receive clear instructions, they have a strong guide for their actions. This can enhance their work motivation because they have a clear understanding of what is expected of them and feel more confident in performing their tasks. Supportive Leadership involves caring for and supporting employees. Leaders with this style provide emotional support, listen to employees' concerns, offer encouragement, and create a supportive environment. When employees feel supported by their leaders, they tend to feel valued and recognized, which, in turn, boosts their work motivation.

Participative Leadership involves involving employees in decision-making and problem-solving. Leaders with this style value employees' input and contributions, inviting them to actively participate in the decision-making process. This gives employees a sense of ownership, enhancing their work motivation as they feel valued and responsible for the outcomes achieved. Achievement-Oriented Leadership entails setting high-performance standards, encouraging employees to achieve higher, and providing constructive feedback. Leaders with this style challenge employees to grow and develop, motivating them to reach challenging goals. This can boost employees' work motivation as they are encouraged to achieve outstanding results and feel recognized when they attain high achievements.

The results of this study align with previous research by Kiswanto (2018), Mesaak (2019), Ridwan (2020), Janah (2021), and Mendrofa (2021), which found a

516 significant positive relationship between leadership style and employee work motivation.
517 Leadership style has a strong influence on work motivation because a leader's success
518 in motivating others to achieve a goal depends on how the leader creates motivation
519 within each employee.

520 H2 Financial compensation has a positive impact on the motivation of PT BRI
521 Tbk Cabang Banjarnegara employees. The research findings indicate that the t-statistic
522 is 2.542 > t-table 1.659, and the p-value is 0.011 < alpha 0.05, with an original sample of
523 -0.302 in a negative direction. This means that financial compensation does not have a
524 negative impact on work motivation. In other words, differences in financial
525 compensation at BRI Cabang Banjarnegara do not lead to a decrease in work
526 motivation. There are other more dominant factors influencing employee work
527 motivation, such as a positive work environment, career development opportunities, or
528 recognition for good performance.

529 A sufficient salary may not provide financial security, which can enhance
530 employee motivation to retain their jobs. Financial security is more related to long-term
531 financial stability and assurance of financial needs, such as living expenses, education,
532 health, retirement, and unexpected events. Recognition of good performance and
533 rewards or incentives can also boost employee motivation. Employees tend to be more
534 motivated when their efforts and contributions are recognized and valued by the
535 company (Kadarisman, 2018).

536 These research results differ from the findings of Mutmainah (2017), Puspita,
537 Andre & Arif (2018), Suwati (2019), Halima (2019), Adnyani (2018), which state that
538 there is a significant and positive relationship between compensation and employee
539 motivation. The variation in results can be attributed to the complexity of the relationship
540 between compensation and work motivation, which depends on many interacting
541 variables. Apart from salary, factors such as recognition, responsibility, development
542 opportunities, and compensation fairness can also influence employee motivation. The
543 Reinforcement Theory focuses on employees' perception of fairness in the distribution of
544 compensation and work rewards. According to this theory, employees will feel motivated
545 when they believe that the level of compensation they receive is commensurate with
546 their contribution and effort in their work. If employees perceive an imbalance between
547 their contributions and the compensation they receive, it can reduce motivation and
548 trigger dissatisfaction.

549 H3 Workload has a negative impact on the motivation of PT BRI Tbk Cabang
550 Banjarnegara employees. The research findings indicate that the t-statistic is 3.963 > t-
551 table 1.659, and the p-value is 0.000 < alpha 0.05, with an original sample of 0.431 in a
552 positive direction. This means that Workload has a positive impact on employee work
553 motivation. This suggests that there is a possibility that other factors outside of Workload
554 may have a more dominant influence on employee work motivation. For example, a
555 positive work environment, social support from colleagues and superiors, recognition of
556 achievements, and career development opportunities may be more influential factors in
557 motivating employees than Workload itself. Employees who have the necessary skills
558 and competence to meet job demands may not experience a decrease in motivation
559 even when Workload increases. If employees feel competent in completing their
560 assigned tasks, they may be more motivated to achieve job goals despite an increased
561 Workload.

562 These research results differ from the findings of Anggita (2018), Firdaus (2017),
563 Santoso (2019), Nabawi (2019), and Prahastari (2019), which suggest that Workload
564 affects motivation. A workload that is too high can become a source of performance
565 problems. When employees are confronted with job demands that exceed their capacity,
566 they may experience increased stress and fatigue. In such situations, employees may
567 feel physically and mentally burdened because they have to exert greater effort to
568 complete their tasks.

569 The variation in research results can be attributed to differences in how
570 organizations manage Workload. If an organization successfully manages Workload, for
571 example, by providing adequate resources, setting task priorities, and offering sufficient
572 support, employees may remain motivated even with a high Workload. Effective
573 management can help prevent fatigue or potential demotivation that may harm work
574 motivation. Sometimes, an individual's perception of Workload can influence their
575 motivation. If employees see Workload as an interesting challenge, they may actually be
576 motivated to tackle these tasks. If there is a positive perception of Workload, employees
577 may remain motivated even with a high actual Workload (Muldani, 2019).

578 H4 Job stress has a negative impact on employee motivation. The research
579 findings indicate that the t-statistic is $3.281 > t\text{-table } 1.659$, and the p-value is $0.001 <$
580 $\alpha 0.05$, with an original sample of 0.268 in a positive direction. This means that Work
581 Stress has a positive impact on employee work motivation. This suggests that high Work
582 Stress does not lead to a decrease in work motivation. In this context, research results
583 or data analysis supporting the rejection of this hypothesis indicate that there are other
584 factors that can explain the relationship between Work Stress and employee work
585 motivation.

586 These research results differ from Sugiarto & Nanda (2020), Naradhupa &
587 Azzuhri (2016), which suggest that Work Stress has a negative impact on employee
588 performance. Whereas the research of Novianti (2016) and Erna et al. (2018) states that
589 Work Stress does not significantly affect employee performance. The variation in
590 research results can be attributed to employees at BRI Cabang Banjarnegara having
591 high intrinsic motivation, which may enable them to maintain high levels of motivation
592 despite experiencing Work Stress. Intrinsic motivation is an internal drive that stems
593 from personal satisfaction, achievement, and interest in the work itself. Employees also
594 have good stress management skills, enabling them to cope with challenges posed by
595 Work Stress without sacrificing their work motivation. They may have personal strategies
596 for dealing with stress, such as time management, exercise, or participation in activities
597 that help reduce stress. Additionally, employees have a positive perception of Work
598 Stress, viewing it as a challenge that can enhance their skills and personal growth. In
599 this case, high Work Stress does not negatively affect work motivation but may even
600 trigger greater job engagement and commitment.

601 H5 Leadership style has a positive impact on employee performance. The
602 research findings indicate that the t-statistic is $1.031 < t\text{-table } 1.659$, and the p-value is
603 $0.303 > \alpha 0.05$, with an original sample of 0.082 in a positive direction. This means
604 that leadership style does not influence employee performance. These research results
605 differ from the findings of Brahmasari and Suprayetno (2018), Putu (2019), Siagian et al.
606 (2018), Sugiyatmi et al. (2018), Elqadri, Suci & Chandra (2019), Amalia (2018), Irfani et
607 al. (2020), which suggest that leadership has a positive and significant impact on
608 employee performance. Effective leadership styles can motivate employees by providing
609 clear goals, realistic expectations, and guidance. This helps employees understand their
610 expectations and responsibilities, enabling them to work with focus and achieve
611 success.

612 These research results align with the findings of Nugroho (2018), Siagian et al.
613 (2018), Amalia et al. (2018), and Ratnasari (2020), which state that leadership style
614 does not significantly affect performance. The variation in research results can be
615 attributed to each organization having a unique culture, structure, and work environment.
616 An effective leadership style in one organization may not work well in another. The work
617 environment in BRI Banjarnegara has specific factors that make certain leadership
618 styles unsuitable or ineffective in improving employee performance. This is evident from
619 respondents' answers regarding leaders' ability to create a conducive work atmosphere
620 and provide rewards for employees with good performance, who received low scores.

621 It is essential for leaders to understand their role in influencing employee
622 performance. By considering effective leadership styles, leaders can create a supportive
623 work environment, motivate employees, and provide the necessary support for
624 employees to achieve optimal performance.

625 H6 Financial compensation has a positive impact on employee performance.
626 The research findings indicate that the t-statistic is 2.414 > t-table 1.659, and the p-value
627 is 0.016 < alpha 0.05, with an original sample of 0.232 in a positive direction. This
628 means that Financial Compensation has a positive impact on employee performance.
629 This implies that adequate and fair Financial Compensation plays a crucial role in driving
630 employee performance at BRI Cabang Banjarnegara. When employees feel valued and
631 receive rewards commensurate with their contributions, they are more likely to be
632 motivated to work well.

633 This research is in line with the findings of Mutmainah (2017), Puspita, Andre &
634 Arif (2018), Suwati (2019), Halima (2019), and Adnyani (2018), which indicate that
635 compensation has a positive and significant impact on employee motivation and
636 performance. Adequate Financial Compensation can have a significant positive effect on
637 employee work quantity.

638 Fair Financial Compensation has a positive impact on employee performance at
639 BRI Cabang Banjarnegara. When employees feel that rewards and recognition are
640 provided fairly based on their performance, they are more motivated to deliver high-
641 quality work. Rewards commensurate with work quality provide incentives for employees
642 to enhance their skills and knowledge, develop relevant skills, and provide excellent
643 service to customers.

644 H7 Workload has a negative impact on employee performance. The research
645 findings indicate that the t-statistic is 0.685 < t-table 1.659, and the p-value is 0.494 >
646 alpha 0.05, with an original sample of 0.058 in a positive direction. This means that
647 Workload does not influence employee performance. These research results differ from
648 the findings of Rindorindo, Murni & Trang (2019), Santoso (2019), Nabawi (2019), and
649 Prahastari (2019), which suggest that Workload has a negative and significant impact on
650 employee performance. However, this research aligns with the studies by Silvia &
651 Simamora (2019) and R. F. Jannah (2021), which indicate that Workload does not
652 significantly affect performance.

653 The variation in these results can be attributed to the fact that each individual
654 has different levels of tolerance and work capacity. What one employee may perceive as
655 excessive Workload, another employee may be able to handle well. Therefore, it is
656 crucial for the management of BRI Cabang Banjarnegara to understand and consider
657 each employee's capacity and Workload balance individually. While Workload may have
658 the potential to affect employee performance at BRI Cabang Banjarnegara, the impact
659 can vary depending on factors such as fatigue levels, stress levels, and employee
660 motivation. It is essential for management to ensure that the Workload assigned to
661 employees remains balanced and well-managed to maintain and enhance their
662 performance.

663 H8 Work stress has a negative impact on employee performance. The research
664 findings indicate that the t-statistic is -5.189 > t-table 1.659, and the p-value is 0.000 <
665 alpha 0.05, with an original sample of 0.417 in a positive direction. This means that high
666 work stress does not lead to a decrease in employee performance but rather increases
667 the performance of employees at BRI Cabang Banjarnegara.

668 These research results differ from the findings of previous studies by Christy &
669 Amalia (2018), Sugiarto & Nanda (2020), and Naradhipa & Azzuhri (2016), which
670 suggest that work stress has a negative impact on employee performance. However,
671 other studies like Novianti (2016) and Erna et al. (2018) have found that work stress
672 does not significantly affect employee performance.

673 The difference in research results could be due to significant efforts made by
674 BRI Cabang Banjarnegara to provide support, training, or effective stress management
675 programs to employees. If employees can manage their stress effectively, it can help
676 them stay focused, motivated, and productive even under high pressure. A positive and
677 supportive work culture can create an environment where employees feel supported,
678 valued, and empowered. BRI Cabang Banjarnegara has a culture that encourages
679 collaboration, team support, and learning, which can help employees cope with stress
680 and improve their performance. The placement of employees in BRI Cabang
681 Banjarnegara has been done by considering individual skills, interests, and
682 personalities. When employees are placed in positions that match their abilities and
683 interests, they tend to be more motivated and can cope with the stress associated with
684 their tasks. Effective management and strong leadership support also play a crucial role.
685 Leaders in BRI Cabang Banjarnegara can provide clear guidance, constructive
686 feedback, and adequate resources to employees, helping them deal with stress and
687 improve their performance.

688 H9 Motivation has a positive impact on employee performance. The research
689 findings indicate that the t-statistic is $3.820 > t\text{-table } 1.659$, and the p-value is $0.000 < \alpha 0.05$, with an original sample of 0.307 in a positive direction. This means that
690 Motivation has a positive impact on employee performance. The study reveals that
691 Motivation based on the fulfillment of employees' basic needs can positively influence
692 their performance. Basic needs such as food, water, rest, and a comfortable working
693 environment must be met for employees to work effectively. When physiological needs
694 are met, employees tend to be healthier, more energetic, and focused on their tasks,
695 ultimately improving their performance. Employees need to feel safe in their work
696 environment. Factors such as protection from physical harm, fair policies, and job
697 security can create a sense of stability and security for employees. When these needs
698 are met, employees feel more at ease and can focus on their tasks without excessive
699 distractions, which, in turn, can enhance their performance. Social needs and the need
700 to feel accepted by colleagues and the work environment can influence employee
701 Motivation and performance. If employees feel valued, supported, and engaged in
702 positive social interactions, they tend to feel more motivated and enthusiastic about
703 working with the team (Robbin, 2018).

704 A sense of belonging to the team and organization can also improve
705 collaboration, communication, and productivity. Employees have a need to feel valued,
706 recognized, and have a status in their work. Recognition of their achievements, success,
707 or contributions can boost self-esteem and their Motivation to perform better. When
708 employees feel appreciated and achieve the desired status, they tend to work better and
709 make a positive contribution to the organization's goals. Employees who can realize their
710 full potential and develop their skills feel fulfilled both personally and professionally.
711 Meeting these needs involves challenges, growth, and opportunities for creativity in their
712 work. Employees who feel they can self-actualize tend to become leaders, innovators,
713 and dedicated contributors, ultimately enhancing their performance (Robbin, 2016).

714 These research findings align with previous studies by Hanafi (2017),
715 Mutmainah (2017), Sugiarto (2020), Ardiansyah et al. (2021), and Halim (2020), which
716 indicate that Motivation significantly influences employee performance. Motivation plays
717 a crucial role in driving employees to achieve their maximum performance. Motivation
718 can serve as an internal or external trigger that stimulates individuals to develop their
719 abilities and make optimal efforts. High Motivation also contributes to improving job
720 quality. Motivated employees have the desire to perform tasks well, pay attention to
721 details, and deliver the best results. This can enhance customer satisfaction, company
722 reputation, and overall organizational success.

723 H10 Leadership style has a positive impact on employee performance with
724 motivation as an intervening variable. The research findings indicate that the t-statistic is
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726 2.524 > t-table 1.659, and the p-value is 0.012 > alpha 0.05, with an original sample of
727 0.089 in a positive direction. This means that leadership style influences employee
728 performance, with Motivation as an intervening variable. In this context, leadership style
729 refers to the approach or manner in which a leader leads and interacts with employees.
730 The research shows that leadership styles that provide support, clear guidance, and
731 opportunities for employee participation tend to enhance their Motivation. In this case,
732 Motivation acts as an intervening variable, meaning it acts as a link between leadership
733 style and employee performance.

734 Leadership styles that provide Motivation and recognition to employees can
735 influence their attitudes and beliefs, which, in turn, affect their level of Motivation.
736 Motivated employees tend to perform better because they feel driven to achieve goals
737 and work more effectively. These research findings strengthen previous research by
738 Chandra (2019), Amalia (2018), Irfani (2020), and Ardiansyah et al. (2021). Employee
739 Motivation can act as a mediator or connecting variable between leadership style and
740 employee performance. Effective leadership styles can influence employee work
741 Motivation, leading them to be motivated to use their skills and strengths to achieve the
742 company's goals. Leadership styles that provide support and recognition to employees
743 tend to enhance their work Motivation. Leaders who provide encouragement and pay
744 attention to employee needs can help create a work environment that fosters
745 enthusiasm and commitment. Through effective communication, leaders can also inspire
746 employees with the company's vision and goals, as well as provide clear guidance on
747 job expectations. When employees feel supported and valued by their leaders, they tend
748 to be more motivated to make their best contributions.

749 High work Motivation encourages employees to use their skills, knowledge, and
750 abilities to their full potential. They are motivated to achieve better performance,
751 overcome obstacles, and seek ways to innovate and improve. Through high work
752 Motivation, employees can achieve better performance by using their full potential. They
753 are more likely to achieve individual and company goals, increase productivity, and
754 deliver better results.

755 H11 Financial compensation has a positive impact on employee performance
756 with motivation as an intervening variable. The research findings indicate that the t-
757 statistic is 2.279 > t-table 1.659, and the p-value is 0.023 < alpha 0.05, with an original
758 sample of -0.093 in a negative direction. This means that financial compensation has a
759 negative impact on employee performance with motivation as an intervening variable.
760 Adequate compensation does not provide financial security, which can increase
761 employee motivation to retain their jobs.

762 These research results are in line with Organizational Justice Theory, which
763 states that employees' perceptions of fairness in compensation distribution will affect
764 their motivation. If employees feel that the compensation provided is not fair for their
765 contributions and performance, their motivation to perform well can decrease. These
766 findings are also consistent with the research by Zaroni (2017), Suwati (2019), Halima
767 (2019), and Adnyani (2018), which suggest that motivation can mediate the relationship
768 between compensation and employee performance. Adequate compensation does not
769 provide financial security, which can increase employee motivation to retain their jobs.
770 Financial security is more related to long-term financial stability and assurance of
771 financial needs, such as living expenses, child education, health, retirement, and
772 unexpected events. Recognition of good performance and rewards or incentives can
773 also increase employee motivation. Employees tend to be more motivated when their
774 efforts and contributions are recognized and appreciated by the company (Kadarisman,
775 2018).

776 H12 Workload has a positive impact on employee performance with motivation
777 as an intervening variable. The research findings indicate that the t-statistic is 2.709 > t-
778 table 1.659, and the p-value is 0.007 < alpha 0.05, with an original sample of 0.132 in a

779 positive direction. This means that workload affects employee performance with
780 motivation as an intervening variable. It shows that the greater workload faced by
781 employees, such as increased customer demands or the complexity of financial
782 transactions, can trigger an increase in work motivation. Employees feel intellectually
783 and professionally challenged, and this can stimulate their enthusiasm to deliver their
784 best performance. In other words, employee motivation is influenced by high workload,
785 and this level of motivation then affects their performance.

786 High motivation has a positive impact on employee performance. When
787 employees feel motivated, they are more likely to work diligently, focus, and be
788 productive. High motivation can also increase the desire to achieve work goals and
789 overcome challenges. These research findings do not align with Silvia & Simamora
790 (2019) and R.F. Jannah (2021), which suggest that motivation does not act as an
791 intervening variable in the relationship between workload and performance. However,
792 research by Firdaus (2017), Irawati (2019), and Santoso (2019) indicates that workload
793 significantly affects employee performance through intrinsic motivation as an intervening
794 variable.

795 H13 Work stress has a positive impact on employee performance with
796 motivation as an intervening variable. The research findings indicate that the t-statistic is
797 $2.484 > t\text{-table } 1.659$, and the p-value is $0.013 < \alpha 0.05$, with an original sample of
798 0.083 in a positive direction. This means that work stress has a positive impact on
799 employee performance with motivation as an intervening variable. It implies that high
800 work stress does not lead to a decrease in work motivation. In this context, the results of
801 the research or data analysis supporting the rejection of this hypothesis indicate that
802 there are other factors that can explain the relationship between work stress and
803 employee work motivation. Employee motivation acts as an intervening variable or
804 intermediary between work stress and performance. In other words, high work stress
805 indirectly affects employee performance through its impact on motivation.

806 This research finding does not align with the research by Christy & Amalia
807 (2018), which states that work stress negatively affects performance indirectly through
808 work motivation as an intervening variable. However, it is consistent with the research by
809 Nanda (2020) and Maulidiah (2017), which suggest that work stress has a significant
810 positive impact on employee performance with motivation as an intervening variable.
811 Therefore, these research findings indicate that work stress can affect employee
812 performance through its influence on motivation. It is essential for companies to manage
813 the work stress experienced by employees and provide appropriate support to maintain
814 optimal motivation and performance. This can be done through balancing workload,
815 providing adequate resources, and adopting policies and practices that support
816 employee well-being.

817

818 **5. CONCLUSION**

819 The research findings indicate that leadership style, financial compensation, and workload
820 have a positive influence on employee work motivation at PT BRI Tbk Branch Banjarnegara.
821 Meanwhile, work stress has a positive impact on employee work motivation. However,
822 leadership style, financial compensation, and workload do not have a direct influence on
823 employee performance. Work stress has a negative impact on employee performance. Work
824 motivation has a positive influence on employee performance. Furthermore, leadership style
825 has a positive influence on employee performance with motivation as an intervening variable
826 at PT BRI Tbk Branch Banjarnegara, as does financial compensation. However, workload
827 has a negative impact on employee performance with motivation as an intervening variable.
828 Similarly, work stress has a negative impact on employee performance with motivation as an
829 intervening variable at PT BRI Tbk Branch Banjarnegara. This research contributes to our
830 understanding of the factors affecting employee performance in an organizational context.
831 Firstly, leadership theories such as Contingency, Transformational, and Servant Leadership

832 can be used to explain the relationship between leadership style and performance.
833 Secondly, Reward and Motivation Expectancy theories can help explain the relationship
834 between financial compensation, work motivation, and employee performance. Thirdly,
835 Workload and Job Engagement theories assist in understanding how workload influences
836 motivation and performance. Fourthly, Work Stress theories provide insights into the
837 negative impact of work stress on employee performance. Finally, Motivation theories such
838 as Expectancy, Self-determination, and Needs theories help explain the role of work
839 motivation as an intervening variable.

840

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850 This contribution has greatly assisted us in gaining deeper insights into the factors that
851 influence both performance and work motivation.

852

853 **CONSENT**

854 As per international standard or university standard, respondents' written consent has been
855 collected and preserved by the author(s).

856

857

858 **COMPETING INTERESTS** Authors have declared that no competing interests exist

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