



Influence of Leadership Style, Financial Compensation, Workload, and Work Stress on Performance with Job Motivation as an Intervening Variable

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Authors' contributions

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

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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.

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Results: 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 [1]. The low performance of employees in this increasingly competitive era remains a major issue in human resource management (HRM) [2].

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 [3], performance can be understood as the results achieved by an employee in terms of both quality and quantity when carrying out their responsibilities.

Looking at the performance assessment data above, it is observed that the majority of employees received "good" and "satisfactory" performance ratings. However, this situation is still categorized as suboptimal because it does not align with the target set by BRI Branch Office Banjarnegara [43-46]. The target established by BRI Branch Office Banjarnegara is for all employees to achieve an "excellent" performance rating. This is because BRI Branch Office Banjarnegara currently requires employees with maximum performance to achieve the company's goals.

Jason A. Colquitt's [4] research indicates that individuals and teams function within organizations to enhance overall performance and productivity. Colquitt provides insights that

factors such as leadership, motivation, and teamwork can optimize operational efficiency and achieve better outcomes.

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

Leadership style has a significant impact on employee performance. A leader who can plan, inform, make decisions, and evaluate can provide clear direction, provide relevant information, and create a supportive work environment. With effective leadership, employees can work efficiently and effectively, and feel motivated to achieve optimal performance [5]. Research Finding Mendrofa *et al.*, [6] and Faqih *et al.*, [7] The research findings indicate that effective leadership supports high employee performance. Research by Bhaskara *et al.* [61], Wagimo and Ancok [62], and Fajrin *et al.* [63] found that leadership styles have a significant influence on employee performance. However, studies by Nugroho [8], Siagian *et al.* [64], Amalia *et al.* [9], and Ratnasari [10] stated that leadership styles do not have a significant impact on performance, meaning that good or bad leadership styles do not lead to changes in employee performance.

In addition to impacting performance, leadership styles also affect employee motivation. Research by Jaya *et al.* [11], Pramudhita & Meirisa [12], and N. A. Jannah *et al.* [13] acknowledged that leadership styles can influence employee performance. On the other hand, studies by Dinarwati [14] and Masali [15] stated that

leadership styles do not affect employee motivation. Leadership that can build self-confidence in task execution can be a crucial factor in fostering employee motivation. A leader who provides support, autonomy, and training to employees demonstrates confidence in their abilities. Being a role model with positive attitudes and behaviors and allowing room for mistakes also plays a crucial role. Listening to employees with empathy and providing sincere recognition for their contributions are essential [47-51]. By implementing this leadership approach, a positive work environment is created in which employees feel confident and motivated to give their best. Research by Jaya et al. [11] and Handani [16] stated that leadership styles affect employee performance, with motivation as an intervening variable. This means that effective leadership can enhance employee work motivation, which in turn contributes to their improved performance. However, research by Fitriani & Apriliani [17] indicated that motivation is not an intervening variable in the relationship between leadership styles and performance.

Financial compensation is a critical aspect for employees. The financial compensation received by employees can influence their performance. Research by Vecchio et al. [65] showed that compensation has a strong and significant impact on performance. However, research by Andriana [18] indicated that compensation does not have a direct impact on performance. This suggests that compensation is not the only factor that can enhance employee performance. Findings by Zainuri & Mundakir [19], Efendi [20], indicated that there is a significant and positive impact of compensation on employee motivation. However, research by Zainuri & Mundakir [19] and Riana & 1 [21] indicated that compensation does not affect motivation. Compensation influences employee performance, with motivation as an intervening variable, in line with the findings of Riana & 1 [21]. However, Andriana's [66] research indicated that compensation has a direct impact on both employee motivation and performance, with motivation not acting as an intervening variable.

Workload analysis is crucial to creating a pleasant office environment characterized by employees being placed in positions that match their performance capabilities. Workload refers to a worker's ability to complete assigned tasks. From an ergonomic perspective, it's essential that each workload assigned to an individual matches their physical and psychological

abilities. Physical abilities include factors such as strength, speed, endurance, and body flexibility. If the workload exceeds an individual's physical capabilities, it can lead to physical fatigue, injury, or a decline in overall performance. Inappropriate workloads can lower employee performance [52-55]. Research by Lukiyana & Firdaus [22], Oktaviana Ayu Prahastari [23], and Lioni [24] found that workload has a direct impact on performance. However, research by Silvia & Simamora [25] and R. F. Jannah [26] found that workload does not have a significant effect on performance. Workload also affects motivation, as indicated by the findings of Lukiyana & Firdaus [22], Oktaviana Ayu Prahastari [23], and Lioni [24]. However, research by Aksama et al. [27] stated that workload does not significantly affect motivation. Workload affects employee performance, with motivation as an intervening variable, according to the research by Lukiyana & Firdaus [22], Oktaviana Ayu Prahastari [23], and Lioni [24]. However, Silvia & Simamora [25] and R. F. Jannah [26] found that motivation is not an intervening variable in the relationship between workload and performance.

Every organization must align employee capabilities with assigned tasks. Jobs that don't match employees' capabilities to meet workplace expectations and demands can result in stress, which, in turn, decreases employee motivation and performance [28]. Research by Christy & Amalia [29], and Naradhipa & Azzuhri [30] found that work stress has a negative impact on employee performance. However, research by Novianti [67] and Erna et al. [68] stated that work stress does not have a significant effect on employee performance. Research by Christy & Amalia [29], Sugiarto & Nanda [31], and Naradhipa & Azzuhri [30] also showed that work stress has a negative impact on motivation. However, research by Nanda [32], Naradhipa [30], Sugiarto [31] indicated that work stress does not affect motivation. Work stress indirectly affects performance through work motivation as an intervening variable, according to the findings of Christy & Amalia [29], Sugiarto & Nanda [31], and Naradhipa & Azzuhri [30]. However, studies by Maulidyah [33] and Nanda et al. [32] showed that work stress has a significant positive impact on employee performance, with motivation as an intervening variable.

The research by Handoyo et al. [69] demonstrated that there is a positive relationship between work motivation and employee performance. However, studies by Adha et al.

[34], Hidayat [35], and Mulyanto et al. [36] found that work motivation does not significantly affect employee performance. On the other hand, research by several authors stated that motivation has a significant influence on employee performance. Motivation is one of the most crucial factors influencing human behavior and performance.

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

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Influence of Leadership Style on Work Motivation: Leadership style has a positive influence on work motivation (H1). Hasibuan [37] 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 [38]. Consistent with the research output of Mendrofa [6], 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.

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 et al. [70], 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 several researchers, the research output shows that there is a significant and positive relationship between compensation and employee motivation.

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 Santoso [39], Nabawi [28], and Prahastari (2019) indicate that workload affects motivation negatively.

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 [32], Naradhipa [30] 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.

The Influence of Leadership Style on Performance: Leadership style has a positive influence on job performance (H5). In the Path-Goal Theory developed by House [71], it is suggested that leaders can encourage higher performance by providing activities that influence their subordinates to believe that maximum results can be achieved through serious effort [40]. The more effective the leadership style

applied, the more likely employee performance will increase. Effective leadership styles include qualities such as providing clear direction, support, and constructive feedback to employees. This aligns with the research findings of several scientists reported that leadership has a positive and significant impact on employee performance. When leadership style is enhanced for employees, their performance tends to improve, and conversely, when leadership provided to employees is low, their performance decreases.

The Influence of Financial Compensation on Employee Performance: Financial compensation has a positive influence on performance (H6). In the management and operations of a company, there is a significant relationship between compensation and employee performance. Compensation is defined as remuneration given to employees as a form of appreciation for their contributions and work in the organization. This compensation can be in the form of direct or indirect financial compensation, as well as non-financial recognition that is indirectly related. In the research conducted by several authors, the results show that compensation has a positive and significant impact on employee motivation and performance. Providing appropriate financial compensation can maintain employee performance because employees feel valued by the organization. When the organization provides fair and adequate compensation, employees feel recognized for their contributions and valued. This creates additional motivation for employees to continue delivering good performance and being committed to the organization.

The Influence of Workload on Employee Performance: Workload has a negative influence on performance (H7). Workload has a significant and negative impact on employee performance. However, when workload is no longer the primary cause of declining employee performance, other factors such as job satisfaction and job stress can trigger performance decline. When workload is well managed and within the limits that employees can handle, other factors like job satisfaction become more relevant. Research by Santoso [39], Nabawi [28] and Prahastari (2019) found that workload has a significant negative impact on employee performance. When workload is no longer the primary cause of declining performance, other factors like job satisfaction

and job stress can become triggers for performance decline.

The Influence of Job Stress on Employee Performance: Job stress has a negative influence on employee performance (H8). Job stress experienced by employees can disrupt their performance. Job stress is a response that occurs when job demands exceed an employee's capabilities or resources. Prolonged and poorly managed job stress can have a negative impact on employee performance. Research results from several authors found a significant negative impact of job stress on employee performance. This negative impact means that as job stress decreases for an employee, it leads to an increase in their performance.

The Influence of Motivation on Performance: Motivation has a positive influence on performance (H9). Motivation can be seen as a change in energy within a person, marked by specific feelings triggered by the response to a goal. Motivation is the fundamental drive that encourages a person to strive to their fullest potential because of the goals they want to achieve. Research by several authors states that motivation has a significant impact on employee performance. Motivation is one of the most important factors that influence human behavior and performance. The presence of motivation stimulates employees to utilize their skills and abilities to achieve maximum performance. Motivation is needed because humans require some form of incentive or encouragement to achieve better performance.

The Influence of Leadership Style on Performance with Work Motivation as an Intervening Variable: Leadership style influences performance with work motivation as an intervening variable (H10). Research by Amalia [29], found that leadership style has a positive impact on employee performance through work motivation. This demonstrates that work motivation mediates the relationship between leadership style and employee performance. Effective leadership styles can influence employee work motivation, motivating them to use their skills and strengths to achieve optimal performance in order to reach the company's goals. Leaders who practice motivating leadership styles tend to inspire, guide, and support employees, creating a supportive work environment and recognizing employee contributions.

The Influence of Financial Compensation on Employee Performance with Work Motivation as an Intervening Variable: Financial compensation influences performance with work motivation as an intervening variable (H11). Fair and adequate compensation can be a crucial factor in improving employee performance. Employees feel valued and motivated when they receive compensation that aligns with their contributions and job quality. Adequate compensation includes various forms, such as competitive salaries, performance-based bonuses, allowances, and other indirect rewards. Employees establish expectations about the compensation they receive if a certain level of performance is achieved. Research by various authors shows that motivation plays an important role as a mediator between the influence of compensation on employee performance.

The Influence of Workload on Employee Performance with Work Motivation as an Intervening Variable: Workload has an influence on performance with motivation as an intervening variable (H12). Whether or not employees perform well can be influenced by their perception of their workload. Workload refers to the number of tasks or jobs assigned to employees within a specific time frame. The perceived level of workload by employees can have an impact on the performance they exhibit. In fact, the perceived level of workload by employees can affect their ability to complete assigned tasks. Workloads that are either too heavy or too light can contribute to health problems or job-related disorders. Excessive workload can lead to physical and mental fatigue and can trigger emotional reactions such as headaches, digestive problems, and irritability. Research results from Firdaus [22] found that workload has a significant impact on employee performance through intrinsic motivation as an intervening variable.

The Influence of Job Stress on Employee Performance with Work Motivation as an Intervening Variable: Job stress influences performance with motivation as an intervening variable (H13). Employee work motivation is essential, either self-motivation or provided by the company, so that the job stress experienced by employees can result in performance that meets the company's standards. Research results from several authors show that there is a relationship between 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 in the Fig. 1.

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

- H1: Leadership style has a positive influence on work motivation.
- H2: Financial compensation has a positive influence on work motivation.
- H3: Workload has a negative influence on work motivation.
- H4: Job stress has a negative influence on work motivation.
- H5: Leadership style has a positive influence on performance.
- H6: Financial compensation has a positive influence on performance.
- H7: Workload has a negative influence on performance.
- H8: Job stress has a negative influence on performance.
- H9: Motivation has a positive influence on performance.
- H10: Leadership style has a positive influence on employee performance with motivation as an intervening variable.
- H11: Financial compensation has a positive influence on employee performance with motivation as an intervening variable.
- H12: Workload has a negative influence on employee performance with motivation as an intervening variable.
- H13: Job stress has a negative influence on employee performance with motivation as an intervening variable.

3. METHODS

This research falls into the category of quantitative research as it employs a methodology that seeks to quantify data. Furthermore, this study tends to use specialized statistical analysis due to the predominant type of data processed, which is in numerical form. The researcher directs this study to discover and

explain the relationships between leadership style, financial compensation, workload, job stress, and performance by introducing the intervening variable of motivation, based on existing theories. The instrument utilized in this study consists of a questionnaire distributed to predetermined respondents from the studied population. The population in this study encompasses all marketing employees of PT BRI Branch Office Banjarnegara, totaling 150 individuals. The sample size for this study, calculated using the Slovin formula, is 109 individuals. The data collection method employed

by the researcher in this study utilizes a questionnaire instrument [56-60]. Hypothesis testing is conducted using a Structural Equation Model (SEM) approach based on Partial Least Square (PLS). PLS is a component-based or variance-based Structural Equation Model (SEM). SEM itself is a statistical field that enables the testing of complex and difficult-to-measure relationships simultaneously. By utilizing the PLS-based SEM approach, the researcher can analyze the relationships between the variables in the study and test the proposed hypotheses.

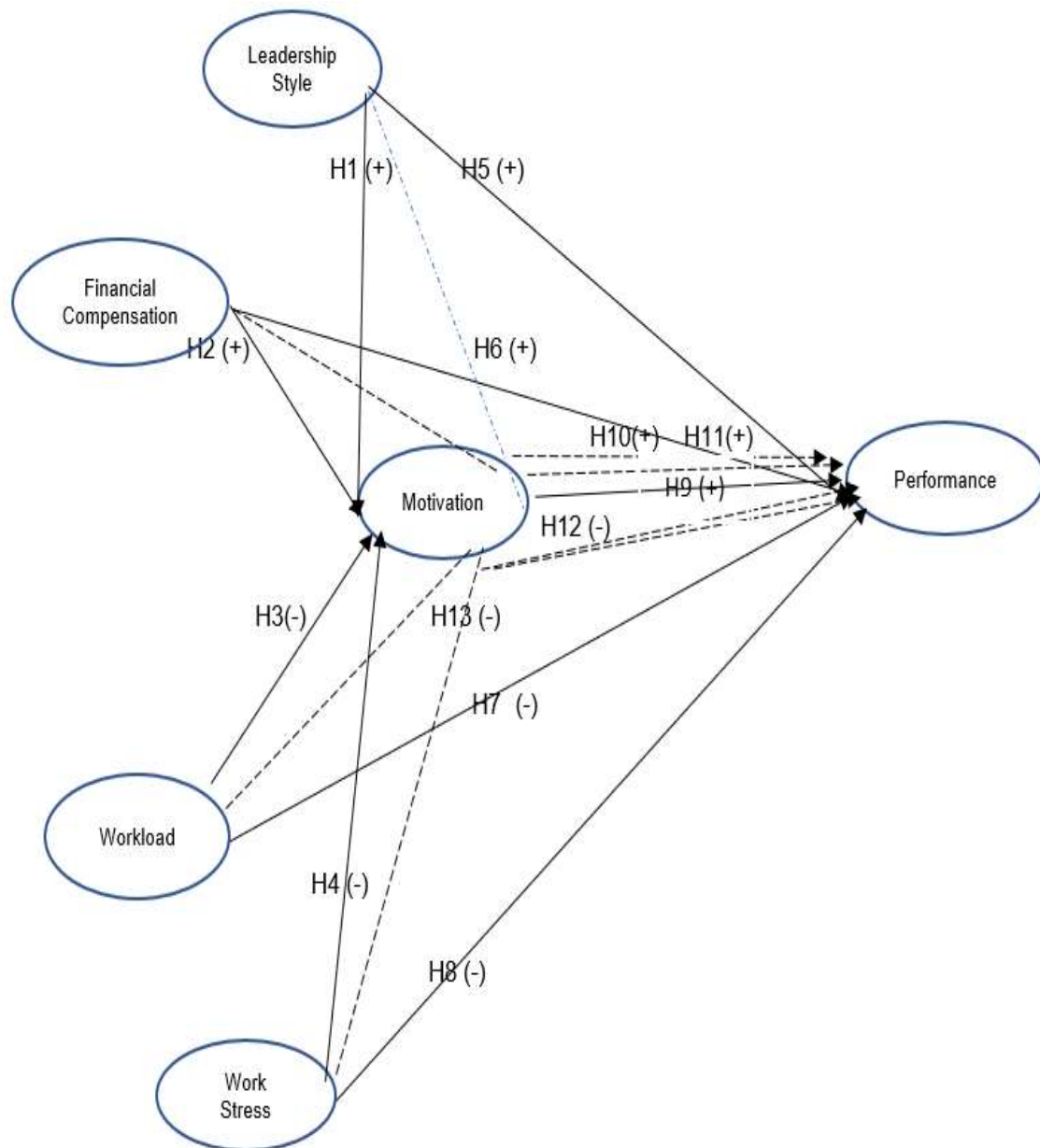


Fig 1. The framework

4. RESULTS AND DISCUSSION

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

Table 1. Outer Loadings (Measurement Model)

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
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.

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 in the Table 2.

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.

Table 2. Nilai Discriminan 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
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

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. I feel protected due to the health insurance provided by the company.	.841 .796	Valid Valid
Workload	I am satisfied with the distribution of work assignments.	.793	Valid

Variable	Statement	R Statistic	Criteria
Work Stress	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
	My fieldwork is very exhausting because my tasks often overlap (double job).	,958	Valid
	Having deadlines for tasks increases my heart rate.	,953	Valid
Motivation	I have a less than favorable relationship with my coworkers.	,720	Valid
	The company provides a sense of security for its employees.	,706	Valid
	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
Performance	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
	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

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

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 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.

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 in the Table 6.

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 in the Table 7.

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

Testing F-Square (F2): This test is used to determine whether the influence of exogenous (independent) latent variables on endogenous (dependent) latent variables has a substantive effect. The recommended Effect Size ranges are 0.02 – 0.14 (small effect), 0.15 – 0.34 (moderate effect), and ≥ 0.35 (large effect) at the structural level. Here are the F-Square values in the Table 8.

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 Compensation	0,591	0,508	0,630	0,797		
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

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

Table 7. Q Square

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

Source: Data Processing with SmartPLS, 2023

Based on Table 8, it is evident that the Leadership Style variable has a small effect on Motivation with an F2 value of 0.083, while it has no significant influence on Performance with an F2 value of 0.013. Financial Compensation has a small effect on Motivation with an F2 value of 0.078 and also has a small effect on Performance with an F2 value of 0.088. Workload has a moderate effect on Motivation with an F2 value of 0.158, but it has no significant influence on Performance with an F2 value of 0.005. Work Stress has a small effect on Motivation with an F2 value of 0.077, while it has

a large effect on Performance with an F2 value of 0.358. Furthermore, the Motivation variable has a moderate effect on Performance with an F2 value of 0.196.

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

Table 8. 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

Source: Data Processing with SmartPLS, 2023

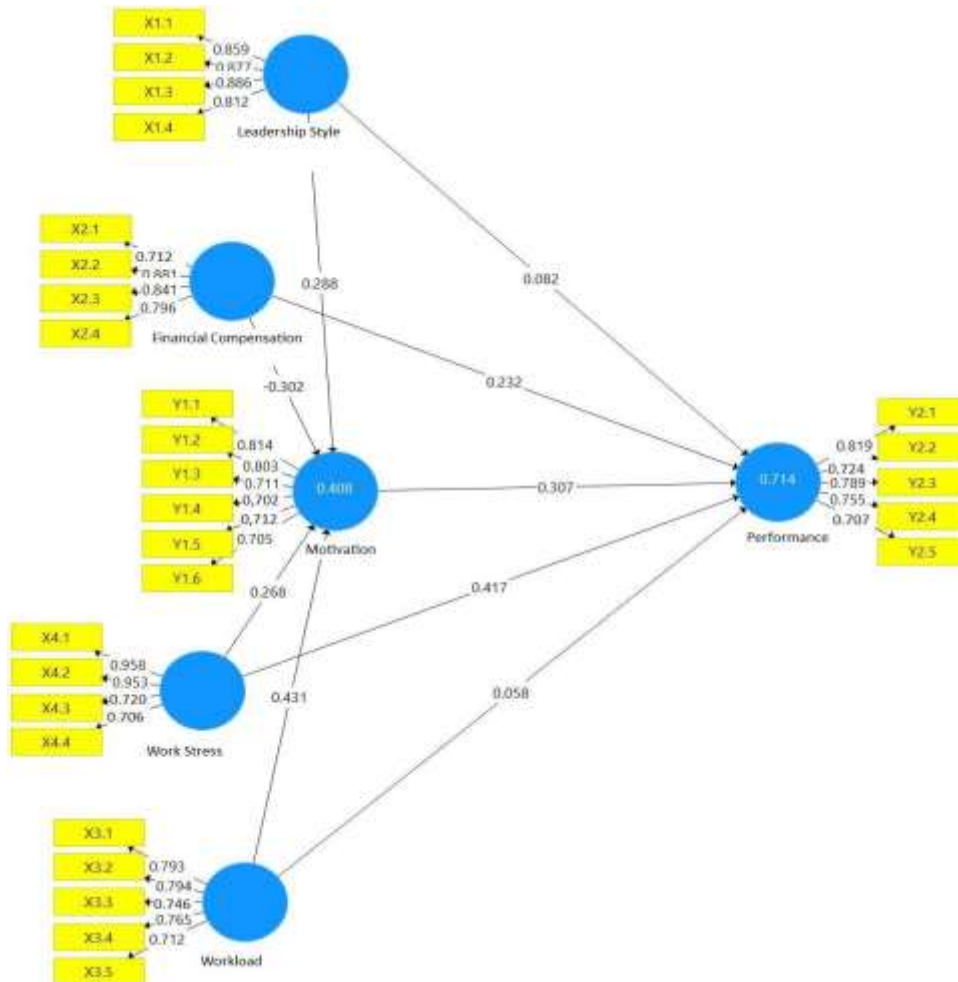


Fig. 2. Structural mode

Table 9. Result Testing Hypotesis

No	Relationship	Original Sample	T hitung	P Values	Conclusion
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

Source: Data Processing with SmartPLS, 2023

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.

Hypothesis Testing of Direct Influence: The results of the bootstrapping test in this study, based on PLS analysis, are as follows in the Table 9.

4.1 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 several authors, which found a significant positive relationship between leadership style and employee work motivation. Leadership style has a strong influence on work motivation because a leader's success in motivating others to achieve a goal depends on how the leader creates motivation within each employee.

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

A sufficient salary may not provide financial security, which can enhance employee motivation to retain their jobs. Financial security is more related to long-term financial stability and assurance of financial needs, such as living expenses, education, health, retirement, and unexpected events. Recognition of good performance and rewards or incentives can also boost employee motivation. Employees tend to be more motivated when their efforts and contributions are recognized and valued by the company [41].

These research results differ from the findings of several authors state that there is a significant and positive relationship between compensation and employee motivation. The variation in results can be attributed to the complexity of the relationship between compensation and work motivation, which depends on many interacting variables. Apart from salary, factors such as recognition, responsibility, development opportunities, and compensation fairness can also influence employee motivation. The Reinforcement Theory focuses on employees' perception of fairness in the distribution of compensation and work rewards. According to this theory, employees will feel motivated when they believe that the level of compensation they receive is commensurate with their contribution

and effort in their work. If employees perceive an imbalance between their contributions and the compensation they receive, it can reduce motivation and trigger dissatisfaction.

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

These research results differ from the findings of several authors suggest that Workload affects motivation. A workload that is too high can become a source of performance problems. When employees are confronted with job demands that exceed their capacity, they may experience increased stress and fatigue. In such situations, employees may feel physically and mentally burdened because they have to exert greater effort to complete their tasks.

The variation in research results can be attributed to differences in how organizations manage Workload. If an organization successfully manages Workload, for example, by providing adequate resources, setting task priorities, and offering sufficient support, employees may remain motivated even with a high Workload. Effective management can help prevent fatigue or potential demotivation that may harm work motivation. Sometimes, an individual's perception of Workload can influence their motivation. If employees see Workload as an interesting challenge, they may actually be motivated to tackle these tasks. If there is a positive perception of Workload, employees may remain motivated even with a high actual Workload [42].

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

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

H5 Leadership style has a positive impact on employee performance. The research findings indicate that the t-statistic is $1.031 < t\text{-table } 1.659$, and the p-value is $0.303 > \alpha 0.05$, with an original sample of 0.082 in a positive direction. This means that leadership style does not influence employee performance. These research results differ from the findings of Amalia [9], which suggest that leadership has a positive and significant impact on employee performance. Effective leadership styles can motivate employees by providing clear goals, realistic expectations, and guidance. This helps employees understand their expectations and

responsibilities, enabling them to work with focus and achieve success.

These research results align with the findings of Nugroho [8] state that leadership style does not significantly affect performance. The variation in research results can be attributed to each organization having a unique culture, structure, and work environment. An effective leadership style in one organization may not work well in another. The work environment in BRI Banjarnegara has specific factors that make certain leadership styles unsuitable or ineffective in improving employee performance. This is evident from respondents' answers regarding leaders' ability to create a conducive work atmosphere and provide rewards for employees with good performance, who received low scores.

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

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

This research is in line with the findings of several authors indicate that compensation has a positive and significant impact on employee motivation and performance. Adequate Financial Compensation can have a significant positive effect on employee work quantity.

Fair Financial Compensation has a positive impact on employee performance at BRI Cabang Banjarnegara. When employees feel that rewards and recognition are provided fairly based on their performance, they are more motivated to deliver high-quality work. Rewards commensurate with work quality provide

incentives for employees to enhance their skills and knowledge, develop relevant skills, and provide excellent service to customers.

H7 Workload has a negative impact on employee performance. The research findings indicate that the t-statistic is $0.685 < t\text{-table } 1.659$, and the p-value is $0.494 > \alpha 0.05$, with an original sample of 0.058 in a positive direction. This means that Workload does not influence employee performance. These research results differ from the findings of several authors suggest that Workload has a negative and significant impact on employee performance. However, this research aligns with the studies by Silvia & Simamora [25] and R. F. Jannah [26], which indicate that Workload does not significantly affect performance.

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

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

These research results differ from the findings of previous studies by Christy & Amalia [29] suggest that work stress has a negative impact on employee performance. However, other studies have found that work stress does not significantly affect employee performance.

The difference in research results could be due to significant efforts made by BRI Cabang Banjarnegara to provide support, training, or effective stress management programs to

employees. If employees can manage their stress effectively, it can help them stay focused, motivated, and productive even under high pressure. A positive and supportive work culture can create an environment where employees feel supported, valued, and empowered. BRI Cabang Banjarnegara has a culture that encourages collaboration, team support, and learning, which can help employees cope with stress and improve their performance. The placement of employees in BRI Cabang Banjarnegara has been done by considering individual skills, interests, and personalities. When employees are placed in positions that match their abilities and interests, they tend to be more motivated and can cope with the stress associated with their tasks. Effective management and strong leadership support also play a crucial role. Leaders in BRI Cabang Banjarnegara can provide clear guidance, constructive feedback, and adequate resources to employees, helping them deal with stress and improve their performance.

H9 Motivation has a positive impact on employee performance. The research 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 Motivation has a positive impact on employee performance. The study reveals that Motivation based on the fulfillment of employees' basic needs can positively influence their performance. Basic needs such as food, water, rest, and a comfortable working environment must be met for employees to work effectively. When physiological needs are met, employees tend to be healthier, more energetic, and focused on their tasks, ultimately improving their performance. Employees need to feel safe in their work environment. Factors such as protection from physical harm, fair policies, and job security can create a sense of stability and security for employees. When these needs are met, employees feel more at ease and can focus on their tasks without excessive distractions, which, in turn, can enhance their performance. Social needs and the need to feel accepted by colleagues and the work environment can influence employee Motivation and performance. If employees feel valued, supported, and engaged in positive social interactions, they tend to feel more motivated and enthusiastic about working with the team.

A sense of belonging to the team and organization can also improve collaboration,

communication, and productivity. Employees have a need to feel valued, recognized, and have a status in their work. Recognition of their achievements, success, or contributions can boost self-esteem and their Motivation to perform better. When employees feel appreciated and achieve the desired status, they tend to work better and make a positive contribution to the organization's goals. Employees who can realize their full potential and develop their skills feel fulfilled both personally and professionally. Meeting these needs involves challenges, growth, and opportunities for creativity in their work. Employees who feel they can self-actualize tend to become leaders, innovators, and dedicated contributors, ultimately enhancing their performance.

These research findings align with previous studies by several authors indicate that Motivation significantly influences employee performance. Motivation plays a crucial role in driving employees to achieve their maximum performance. Motivation can serve as an internal or external trigger that stimulates individuals to develop their abilities and make optimal efforts. High Motivation also contributes to improving job quality. Motivated employees have the desire to perform tasks well, pay attention to details, and deliver the best results. This can enhance customer satisfaction, company reputation, and overall organizational success.

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

Leadership styles that provide Motivation and recognition to employees can influence their attitudes and beliefs, which, in turn, affect their level of Motivation. Motivated employees tend to

perform better because they feel driven to achieve goals and work more effectively. These research findings strengthen previous research by Amalia [9]. Employee Motivation can act as a mediator or connecting variable between leadership style and employee performance. Effective leadership styles can influence employee work Motivation, leading them to be motivated to use their skills and strengths to achieve the company's goals. Leadership styles that provide support and recognition to employees tend to enhance their work Motivation. Leaders who provide encouragement and pay attention to employee needs can help create a work environment that fosters enthusiasm and commitment. Through effective communication, leaders can also inspire employees with the company's vision and goals, as well as provide clear guidance on job expectations. When employees feel supported and valued by their leaders, they tend to be more motivated to make their best contributions.

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

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

These research results are in line with Organizational Justice Theory, which states that employees' perceptions of fairness in compensation distribution will affect their motivation. If employees feel that the compensation provided is not fair for their contributions and performance, their motivation to perform well can decrease. These findings are also consistent with the research by several

authors suggest that motivation can mediate the relationship between compensation and employee performance. Adequate compensation does not provide financial security, which can increase employee motivation to retain their jobs. Financial security is more related to long-term financial stability and assurance of financial needs, such as living expenses, child education, health, retirement, and unexpected events. Recognition of good performance and rewards or incentives can also increase employee motivation. Employees tend to be more motivated when their efforts and contributions are recognized and appreciated by the company [41].

H12 Workload has a positive impact on employee performance with motivation as an intervening variable. The research findings indicate that the t-statistic is $2.709 > t\text{-table } 1.659$, and the p-value is $0.007 < \alpha 0.05$, with an original sample of 0.132 in a positive direction. This means that workload affects employee performance with motivation as an intervening variable. It shows that the greater workload faced by employees, such as increased customer demands or the complexity of financial transactions, can trigger an increase in work motivation. Employees feel intellectually and professionally challenged, and this can stimulate their enthusiasm to deliver their best performance. In other words, employee motivation is influenced by high workload, and this level of motivation then affects their performance.

High motivation has a positive impact on employee performance. When employees feel motivated, they are more likely to work diligently, focus, and be productive. High motivation can also increase the desire to achieve work goals and overcome challenges. These research findings do not align with Silvia & Simamora [25] and R.F. Jannah [26], which suggest that motivation does not act as an intervening variable in the relationship between workload and performance. However, research by several authors indicates that workload significantly affects employee performance through intrinsic motivation as an intervening variable.

H13 Work stress has a positive impact on employee performance with motivation as an intervening variable. The research findings indicate that the t-statistic is $2.484 > t\text{-table } 1.659$, and the p-value is $0.013 < \alpha 0.05$, with an original sample of 0.083 in a positive direction. This means that work stress has a

positive impact on employee performance with motivation as an intervening variable. It implies that high work stress does not lead to a decrease in work motivation. In this context, the results of the research or data analysis supporting the rejection of this hypothesis indicate that there are other factors that can explain the relationship between work stress and employee work motivation. Employee motivation acts as an intervening variable or intermediary between work stress and performance. In other words, high work stress indirectly affects employee performance through its impact on motivation.

This research finding does not align with previous study which states that work stress negatively affects performance indirectly through work motivation as an intervening variable. However, it is consistent with the research by several authors suggest that work stress has a significant positive impact on employee performance with motivation as an intervening variable. Therefore, these research findings indicate that work stress can affect employee performance through its influence on motivation. It is essential for companies to manage the work stress experienced by employees and provide appropriate support to maintain optimal motivation and performance. This can be done through balancing workload, providing adequate resources, and adopting policies and practices that support employee well-being.

5. CONCLUSION

The research findings indicate that leadership style, financial compensation, and workload have a positive influence on employee work motivation at PT BRI Tbk Branch Banjarnegara. Meanwhile, work stress has a positive impact on employee work motivation. However, leadership style, financial compensation, and workload do not have a direct influence on employee performance. Work stress has a negative impact on employee performance. Work motivation has a positive influence on employee performance. Furthermore, leadership style has a positive influence on employee performance with motivation as an intervening variable at PT BRI Tbk Branch Banjarnegara, as does financial compensation. However, workload has a negative impact on employee performance with motivation as an intervening variable. Similarly, work stress has a negative impact on employee performance with motivation as an intervening variable at PT BRI Tbk Branch Banjarnegara. This research contributes to our understanding of

the factors affecting employee performance in an organizational context. Firstly, leadership theories such as Contingency, Transformational, and Servant Leadership can be used to explain the relationship between leadership style and performance. Secondly, Reward and Motivation Expectancy theories can help explain the relationship between financial compensation, work motivation, and employee performance. Thirdly, Workload and Job Engagement theories assist in understanding how workload influences motivation and performance. Fourthly, Work Stress theories provide insights into the negative impact of work stress on employee performance. Finally, Motivation theories such as Expectancy, Self-determination, and Needs theories help explain the role of work motivation as an intervening variable.

CONSENT

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

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COMPETING INTERESTS

Authors have declared that no competing interests exist.

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