



The Effect Of Leadership Style, Work Motivation, And Work Stress On Employee Performance At PT. Bank Rakyat Indonesia, Bengkulu Branch Office

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ABSTRACT

This study aims to analyze the influence of leadership style, work motivation, and work stress on employee performance at PT Bank Rakyat Indonesia (Persero) Tbk, Bengkulu Branch Office. The research was conducted to understand how managerial behavior, psychological factors, and workplace conditions collectively affect the overall performance of employees in the banking sector. The research employs a quantitative approach using primary data collected through questionnaires distributed to employees of PT Bank Rakyat Indonesia Bengkulu Branch. The data were analyzed using SmartPLS 4.0 to test the measurement model (outer model) and the structural model (inner model). The results reveal that leadership style has a positive and significant effect on employee performance, indicating that effective leadership can enhance employees' enthusiasm, responsibility, and productivity. Work motivation also has a positive and significant effect, suggesting that motivated employees tend to perform better and show higher commitment to their tasks. Meanwhile, work stress shows a positive but not significant effect on employee performance, meaning that the level of stress experienced by employees is still within manageable limits and does not significantly hinder performance outcomes. Overall, the findings highlight that leadership and motivation are the key drivers of employee performance, while stress management remains an important aspect to maintain a healthy and productive work environment. The implications of this study suggest that PT Bank Rakyat Indonesia should strengthen leadership quality, improve motivation systems, and manage work-related stress to sustain and enhance employee performance.

INTRODUCTION

In the era of globalization and the Industrial Revolution 4.0, competition in the business world is increasingly fierce. Companies are not only required to adapt to technological developments but also to optimize the potential of their human resources. Employee performance is a key factor in determining organizational success. According to Mangkunegara (2017), employee performance is the work results, both in terms of quality and quantity, achieved by an employee in accordance with their assigned responsibilities. This means that a company's success is largely determined by how effectively employees carry out their duties and responsibilities.

Various studies have shown that one of the factors that significantly influences employee performance is leadership style. Leadership plays a crucial role in directing, guiding, and motivating subordinates to achieve organizational goals. Yukl (2017) defines leadership as the process of influencing others to understand and agree on what needs to be done and how to do it, as well as facilitating individual and group efforts in achieving shared goals. Therefore, leaders with an effective leadership style can boost morale and create a conducive work environment, which in turn improves employee performance.

Besides leadership, another factor that influences performance is work motivation, which serves as a driving force that determines how strong an employee's will is to complete their work. Robbins and Judge (2019) explain that work motivation is a process that explains an individual's intensity, direction, and persistence in achieving goals. Employees with high work motivation will try harder, work more diligently, and be oriented towards achieving optimal results, resulting in better performance than employees with low work motivation.

Previous research on the relationship between leadership, work motivation, and performance has not always been consistent. For example, Wibowo's (2016) study showed that work motivation has a positive effect on performance improvement. Similarly, Alkhatani (2018) also found that leadership style plays a significant role in improving employee performance, especially when leaders are able to motivate their subordinates. Conversely, Sari and Riana's (2019) study found that leadership style does not have a significant effect on performance, but is more influenced by other factors such as the work environment and job satisfaction. Furthermore, Supriadi (2020) reported that work motivation does not always influence performance, especially when the reward system within the organization is perceived as unfair by employees.

The discrepancies in these research findings have generated academic *attention* and opened up opportunities for further research. Some studies emphasize the importance of leadership style and work motivation in improving performance, while others reject or minimize their influence. In other words, the relationship between leadership style, work motivation, and employee performance remains a topic of debate and deserves further research.

In addition to leadership and work motivation, job stress is also an equally important factor to consider in relation to performance. Job stress arises when job demands exceed an individual's ability to cope (Luthans, 2017). Target pressure, excessive workloads, demands for fast service, and changes in digital policies can trigger psychological stress that leads to decreased concentration, emotional exhaustion, and even absenteeism (Handoko, 2018; Dirani et al., 2020). However, several studies have shown that stress at certain levels can actually trigger work enthusiasm and encourage employees to achieve higher levels (Rahmawati & Rahayu, 2021). These differing findings indicate that the relationship between job stress and employee performance is not entirely consistent. This situation is relevant to PT Bank Rakyat Indonesia Bengkulu Branch Office, which faces the challenge of intense competition from other financial institutions.

Employees are required to achieve targets for fundraising, credit distribution, product sales, and maintaining customer service quality, while simultaneously adapting to the

digitalization of services. This situation has the potential to create work stress, in addition to the need for effective leadership and high motivation. Indications of work pressure are evident in employee complaints about heavy workloads, long working hours, and high target-setting demands. If these factors are not managed properly, employee performance can decline and impact the achievement of company goals.

Furthermore, previous studies on the influence of leadership style, work motivation, and job stress on employee performance in the banking sector, particularly at the Bengkulu Branch of PT Bank Rakyat Indonesia, are limited. However, understanding the relationship between these three variables is crucial for management in formulating effective human resource management strategies, including providing leadership support, increasing motivation, and managing job stress to prevent a negative impact on performance.

This research is crucial for assessing the influence of leadership style, work motivation, and job stress on employee performance at the Bengkulu Branch of PT Bank Rakyat Indonesia. The results are expected to enrich the theoretical study of human resource management and provide practical recommendations for management in creating a healthy, productive, and competitive work environment.

LITERATURE REVIEW

Leadership Style

Leadership is a crucial aspect of any organization, as the success of achieving goals depends heavily on how a leader directs, influences, and motivates subordinates. According to Robbins and Judge (2019), leadership is defined as the ability to influence a group to achieve specific goals. This definition emphasizes that leadership is not seen solely in terms of formal positions, but rather in the process of social interaction in which leaders provide direction, inspiration, and work motivation.

Leadership styles can be classified into various forms, such as authoritarian, democratic, *laissez-faire*, transformational, and transactional. Bass and Riggio (2018) stated that transformational leadership is the most effective style in dealing with the dynamics of modern organizations, because leaders are able to provide inspirational work motivation, intellectual stimulation, and individual attention. Research by Muterera et al. (2018) also shows that transformational leadership style increases employee engagement and performance by increasing trust and loyalty to the organization. In line with that, Northouse (2018) emphasized that transformational leadership can increase employee commitment, innovation, and job satisfaction. However, the effectiveness of transformational leadership is not always recognized by all parties. Yahaya and Ebrahim (2016) argue that in organizations oriented towards achieving short-term targets, a transactional leadership style that emphasizes a *reward and punishment system* is more appropriate. A similar sentiment was expressed by Asrar-ul-Haq and Kuchinke (2016), who found that transformational leadership does not always have a significant impact on employee performance, especially in highly bureaucratic environments. Judge and Piccolo (2017) even added that the transactional leadership style remains relevant because it can create role clarity and stability in the workplace.

Thus, it is understandable that the effectiveness of a leadership style depends heavily on the organizational context, work culture, and employee characteristics. Successful leaders are not simply those who adopt a particular style, but rather those who are able to adapt their leadership style to the circumstances at hand.

Work Motivation

Work motivation is one of the main psychological factors that drives a person to act, be enthusiastic, and commit to completing their work. Hasibuan (2020) defines work motivation as a drive that fosters work enthusiasm to achieve company goals. In an organizational context, work

motivation is crucial because it directly relates to employee productivity and performance. One well-known theory of work motivation is Maslow's hierarchy of needs, which explains that humans have five levels of needs ranging from physiological, safety, social, esteem, to self-actualization (Lussier & Hendon, 2019). In addition, Herzberg in his two-factor theory differentiates motivator factors (such as achievement and recognition) from *hygiene factors* (such as salary and working conditions), where motivators are more influential in increasing job satisfaction (Alshmemri et al., 2017).

The expectancy theory developed by Vroom is also relevant, because it explains that work motivation will arise when someone believes that the effort made will result in performance and provide rewards according to expectations (Latham, 2018). Research by Nawaz et al. (2019) shows that intrinsic work motivation, such as the drive to develop, learn, and gain recognition, has a stronger influence on performance than extrinsic work motivation, which is oriented towards salary or bonuses.

This is reinforced by Tóth-Király et al. (2021), who emphasize that work motivation based on fulfilling psychological needs, such as competence, autonomy, and relatedness, is more sustainable than work motivation based on material incentives. However, this view is not entirely agreed upon. Alshmemri et al. (2017) criticized Herzberg's theory, deeming it inappropriate for the modern workforce, particularly the millennial generation, which demands greater work flexibility and work-life balance. Deci et al. (2017) also cautioned that work motivation that relies too heavily on external incentives can actually reduce a person's intrinsic work motivation. In fact, Kim and Lee (2017) found that in some cases, financial work motivation is insufficient to encourage employees to improve performance without the support of a conducive work environment.

Job Stress

Job stress is a state of tension that arises when employees perceive job demands as exceeding their abilities, resources, or personal needs. Luthans (2017) defines job stress as an individual's adaptive reaction influenced by psychological differences and work conditions, which arises when job demands are perceived as excessive. According to Handoko (2018), job stress is mental and physical pressure that causes emotional imbalance, making it difficult for employees to concentrate, easily fatigued, and tending to lower their performance.

According to Robbins and Judge (2019), work stress arises when individuals are faced with conditions that do not align with their abilities or expectations, such as heavy workloads, high targets, time pressure, role conflict, or less than harmonious relationships with coworkers. If left untreated, work stress can reduce morale, impair mental health, and decrease productivity. Several studies in the Indonesian context confirm similar findings. Siagian (2018) stated that work stress can be triggered by role ambiguity, lack of leadership support, and an uncondusive work environment, leading to employee stress and declining performance. Hidayat and Machasin (2020) found that banking sector employees frequently experience stress due to high achievement targets and rapid policy changes.

Meanwhile, Supriadi (2020) emphasized that uncontrolled work stress has the potential to reduce focus, decrease motivation, and even trigger a desire to leave one's job. On the other hand, not all stress impacts are detrimental. Schaufeli (2017) distinguishes between eustress (positive stress), which can boost employee enthusiasm, increase innovation, and improve performance, and distress (negative stress), which actually hinders performance and impacts psychological well-being. Thus, work stress can be understood as a mental and physical response to work pressures that exceed an individual's capabilities. Well-managed stress has the potential to boost performance, while excessive stress can disrupt productivity and hinder the achievement of organizational goals.

Employee Performance

Employee performance is a measure of the extent to which an individual carries out their duties and responsibilities in accordance with the standards set by the organization. According to Mangkunegara (2017), performance is the work results achieved by an individual based on their skills, experience, and dedication.

This definition demonstrates that performance is not merely the end result but also reflects the quality of the work process. Mathis et al. (2016) explain that performance is influenced by several factors, such as individual ability, work motivation, organizational support, and leadership. Research by Purwanto et al. (2020) found that a good leadership style and high work motivation positively contribute to employee performance in various companies in Indonesia. Similarly, Sudiarditha et al. (2021) showed that leadership and work motivation influence performance through job satisfaction as a mediating variable. Other research, such as that conducted by Ekhsan (2019), confirms that transformational leadership increases employee loyalty and performance by creating a positive work climate.

Meanwhile, Ariyanto and Putra (2020) found that work motivation is significantly related to productivity, particularly intrinsic work motivation, which encourages employees to take pride in their work. However, not all research results are consistent. Diab et al. (2018) stated that financial work motivation alone is not sufficient to improve performance if it is not accompanied by healthy working conditions. In fact, Chi et al. (2019) argued that other factors such as organizational culture, technological innovation, and management support often have a greater influence on performance than work motivation or leadership. This suggests that employee performance is a complex phenomenon influenced by many variables, so leadership style and work motivation are only a few of the factors involved.

METHODS

Data analysis in this study used the *Partial Least Squares - Structural Equation Modeling* (PLS-SEM) approach with the help of SmartPLS 4 software. This method was chosen because it is suitable for testing models with a relatively small sample size, data that is not always normally distributed, and models that are predictive (Hair et al., 2021).

RESULTS

Convergent Validity Test

Convergent Validity Test Using *Average Variance Extracted* (AVE) with a cut-off value > 0.5 to ensure that each indicator is able to explain the latent variable being measured (Hair et al., 2017).

Table 1 Results of Convergent Validity Test

Variables	Average variance extracted (AVE)
Work Stress	0.715
Leadership Style	0.589
Employee performance	0.586
Work motivation	0.586

Source: Data processed by Smart pls 4 2025

Based on the table above, all variables in this study have an AVE value above 0.50. This means that each indicator is able to explain more than 50% of the variance in the construct it represents. The highest AVE value was obtained for the Job Stress variable (0.715), indicating that the job stress indicator has a very good level of consistency and representation of the construct.

The variables Leadership Style (0.589), Work Motivation (0.586), and Employee Performance (0.586) also met the convergent validity criteria, although their values were slightly lower than those of the work stress variable. This indicates that all statement items in these four variables are convergently valid and suitable for use in the measurement model analysis (outer model). Thus, it can be concluded that all constructs in this study meet the convergent validity criteria, so that the indicators used are considered capable of measuring each latent variable adequately.

Reliability Test

Reliability testing is conducted to measure the level of internal consistency of each indicator within the construct being studied. A construct is said to be reliable if the indicators used have a high level of consistency in measuring the same concept. According to Hair et al. (2017), reliability testing in Partial Least Squares–Structural Equation Modeling (PLS-SEM) can be conducted using two main measures: Cronbach's Alpha and Composite Reliability (CR).

Table 2 Cronbach's Alpha Test Results

Variables	Cronbach's alpha
Leadership Style	0.900
Employee performance	0.921
Work motivation	0.921
Work Stress	0.964

Source: Data processed by Smart pls 4 2025

Based on the table above, all variables have a Cronbach's Alpha value above 0.70, thus it can be stated that all constructs in this study have excellent reliability. The highest Cronbach's Alpha value is found in the Job Stress variable (0.964), which indicates that the indicators composing this variable are very consistent in measuring the concept of job stress. Followed by Employee Performance (0.921) and Work Motivation (0.921) which also show a high level of internal consistency. Meanwhile, Leadership Style (0.900) although it has the lowest value among the four variables, remains in the category of excellent reliability. Thus it can be concluded that all constructs used in this study have met the reliability criteria, so that the research instrument can be trusted to measure the variables studied and is worthy of proceeding to the structural model analysis stage (inner model).

Composite Reliability (CR) Test Results

Table 3 Composite Reliability (CR) Test Results

Variables	Composite reliability (rho_c)
Leadership Style	0.920
Employee performance	0.934
Work motivation	0.934
Work Stress	0.968

Source: Data processed by Smart pls 4 2025

Based on the results in the table above, all research variables have Composite Reliability values above 0.70. This indicates that each indicator in the construct has a high level of internal consistency in measuring its respective latent variable. The highest Composite Reliability value was obtained for the Job Stress variable (0.968), which means that the indicators composing this variable are very strong in representing its construct. The Employee Performance (0.934) and Work Motivation (0.934) variables also showed very high reliability, while Leadership Style (0.920) remained in the very good reliability category. Thus, it can be concluded that all constructs in this

study have very good composite reliability, so that all variables are suitable for use in the structural model analysis (inner model) in the next stage.

Inner Model Test (Structural Model)

Inner model or structural model test was conducted to assess the relationship between the latent variables formulated in the research hypothesis. This test aims to determine the extent to which the independent variables (leadership style, work motivation, and job stress) are able to explain the dependent variable (employee performance). The structural model evaluation was conducted using several criteria, namely the R-squared (R^2) value **and** the f-squared (f^2) value . (Hair et al., 2017; Ghozali & Latan, 2020).

R-Square (R^2)

R-Square (R^2) value indicates how much of the dependent variable's variance can be explained by the independent variable. According to Chin (1998) in Hair et al. (2017), an R^2 value of 0.75 is considered strong, 0.50 moderate, and 0.25 weak.

Table 3 R-Square Test Results

Variables	R-square
Employee performance	0.923

Source: Data processed by Smart pls 4 2025

The test results show that the R^2 value is 0.923 for the Employee Performance variable, which means that Leadership Style, Work Motivation, and Job Stress simultaneously are able to explain 92.3% of the variation in employee performance at PT Bank Rakyat Indonesia Bengkulu Branch Office. Meanwhile, the remaining 7.7% is explained by other factors outside the research model, such as organizational culture, work environment, and reward system. The R^2 value of 0.923 is included in the very strong category, so this research model has a high predictive ability in explaining the relationship between latent variables. Thus, it can be concluded that the structural model (inner model) used in this study has a very good level of feasibility, because the independent variables are able to explain most of the changes that occur in the dependent variable, namely employee performance.

F-Square (F^2)

f-square (f^2) test is used to assess the combined or simultaneous effect of all independent variables on the dependent variable in a structural model. This test provides an indication of how much the model's explanatory power increases when all independent variables are included simultaneously.

According to Hair et al. (2017), the f^2 value is categorized as follows:

$f^2 = 0.02$ indicates a small effect,

$f^2 = 0.15$ indicates a moderate influence,

$f^2 = 0.35$ indicates a large influence.

Table 4 Results of the f-Square Test (f^2)

Variables	Employee performance
Work Stress	0.032
Work motivation	0.107
Leadership Style	0.477

Source: Data processed by Smart pls 4 2025

Leadership style has an f^2 value of 0.477, which is considered high. This means that changes in leadership style have a strong influence on employee performance. This indicates that the more effective the leadership style implemented, the higher the resulting employee performance. Work motivation has an f^2 value of 0.107, which is included in the moderate category, indicating that work motivation contributes quite significantly to improving employee performance, although not as much as the influence of leadership style. Job stress has an f^2 value of 0.032, which is considered small, meaning its impact on employee performance is relatively lower than the other two variables.

However, these results still indicate that job stress plays a role that can influence both performance decline and improvement, depending on the level of stress management in the workplace. Simultaneously, the three independent variables (Leadership Style, Work Motivation, and Job Stress) significantly contributed to Employee Performance, with the largest dominant influence coming from Leadership Style. This finding confirms the previous R-Square test results ($R^2 = 0.923$), which indicated that the research model has very strong predictive ability in explaining the dependent variable. Thus, it can be concluded that simultaneously the variables of Leadership Style, Work Motivation, and Work Stress have a large influence on Employee Performance, so that all three are important factors that need to be managed effectively in an effort to improve the performance of employees of PT Bank Rakyat Indonesia Bengkulu Branch Office.

Path Coefficients Test

Path Coefficients test was conducted to determine the direction and significance of the hypothesized relationship proposed in the study, whether the influence between variables is significant or not.

Table 5 Path Coefficients Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Leadership Style - > Employee Performance	0.633	0.627	0.126	5,019	0.000
Work Motivation - > Employee Performance	0.304	0.304	0.130	2,345	0.019
Job Stress -> Employee Performance	0.060	0.063	0.031	1,917	0.055

Source: Data processed by Smart pls 4 2025

Hypothesis Testing

Hypothesis testing was conducted to determine whether there was a significant influence between the independent variables and the dependent variable in the research model. This hypothesis testing analysis was conducted using the Partial Least Squares (PLS) method using the SmartPLS 4 application.

Table 6 T-Test Results

Information	T statistics (O/STDEV)	P values
Leadership Style -> Employee Performance	5,019	0.000
Work Motivation -> Employee Performance	2,345	0.019
Job Stress -> Employee Performance	1,917	0.055

Source: Data processed by Smart pls 4 2025

DISCUSSION

This section discusses in depth the results of testing the relationship between leadership style, work motivation, and job stress on employee performance. The discussion is conducted by interpreting the empirical research findings and relating them to human resource management theory and relevant previous research findings.

The Influence of Leadership Style on Employee Performance

The research results show that leadership style has a positive and significant impact on employee performance. This finding confirms that an effective leadership style can increase employee motivation, responsibility, and work loyalty. Leaders who provide clear direction, establish two-way communication, and reward work results will create a productive work environment. These results align with research by Purwanto et al. (2020), which showed that transformational leadership significantly impacts performance by increasing employee commitment and job satisfaction. Similarly, Sudiarditha et al. (2021) found that leaders who prioritize employee empowerment can improve organizational performance. This finding also supports the transformational leadership theory of Bass and Avolio (1994) which emphasizes that leaders who provide inspiration and individual attention to employees will be able to increase work enthusiasm and performance results. However, the results of this study disagree with Handayani's (2021) findings, which stated that leadership style has no significant impact on performance because employees are more influenced by compensation and organizational culture. This difference is likely due to organizational characteristics and differing levels of discipline in the workplace.

The Influence of Work Motivation on Employee Performance

This study also found that work motivation has a positive and significant impact on employee performance. This means that highly motivated employees are more enthusiastic, responsible, and strive to deliver the best results for the company. Good motivation allows employees to work not only out of obligation but also out of an inner drive to achieve. These findings support Herzberg's (1959) theory of two-factor motivation, which explains that motivating factors such as rewards, recognition, and responsibility are the most influential factors in improving performance.

This research also aligns with the findings of Wijayanti and Setiawan (2020) and Saputra (2021), who concluded that work motivation is closely related to increased employee productivity. However, the results of this study differ from those of Ningsih (2022), who found that motivation does not directly influence performance, but rather through job satisfaction as an intermediary variable. This difference may occur because the work environment and reward systems differ in each organization. The results of this study indicate that employees at PT Bank Rakyat Indonesia Bengkulu Branch have quite good work motivation. This is evident in their enthusiasm for completing their work, their sense of responsibility towards targets, and their sense of pride in their profession.

The Influence of Work Stress on Employee Performance

The research results show that work stress has a positive but insignificant effect on employee performance. This means that the work pressure experienced by employees has not significantly impacted their performance. The work pressure remains within reasonable limits and can be managed well. This finding aligns with the Yerkes-Dodson theory, which explains that stress within certain limits can be a driving force for improving performance (called eustress), but excessive stress can actually decrease it (distress).

This means that a little pressure can boost work enthusiasm, but too much pressure can actually hinder productivity. This research aligns with the findings of Supriadi (2020) and Hidayat and Machasin (2020), who found that work stress does not always negatively impact performance due to individual adaptability and support from the work environment. However, these results differ from Wardani's (2021) research, which showed that work stress negatively impacts performance because excessive pressure can reduce motivation and work focus. Therefore, it can be concluded that work stress among employees of PT Bank Rakyat Indonesia Bengkulu Branch Office is still manageable. Employees are able to adapt to the pressure of targets and work responsibilities, so stress does not become a major obstacle to their performance.

Overall Interpretation

Overall, the results of this study confirm that leadership style and work motivation are the dominant factors determining employee performance, while work stress plays a smaller and insignificant role. This suggests that performance improvement within the Bengkulu Branch of PT Bank Rakyat Indonesia is more determined by internal managerial and psychological factors than by external work pressures. These results also reinforce human resource management theory, which emphasizes that employee performance will improve if organizations are able to create inspiring leadership, a fair motivation system, and a work environment that supports a balance between individual demands and abilities. Therefore, performance improvement efforts need to focus on strengthening leadership and motivation, while maintaining a balanced work stress management system to maintain a constructive level.

Strategic Implications

The strategic implications of this research explain how the findings can be applied to management practices within PT Bank Rakyat Indonesia's Bengkulu Branch. Each research finding holds significant significance for policy development, managerial strategies, and future efforts to improve employee performance.

Strengthening Effective Leadership Styles

The research results show that leadership style plays a significant role in improving employee performance. Therefore, a strategic implication that can be implemented is strengthening leadership competencies at every organizational level. Management needs to encourage work unit leaders to adopt a communicative, open, and participatory leadership style. Leaders should be role models, able to listen to the aspirations of their subordinates, and provide direction and moral support in completing tasks. Strategic steps that can be taken include leadership training, coaching, and performance evaluations based on transformational leadership behaviors. This approach can foster a more harmonious relationship between leaders and subordinates, ultimately boosting morale and productivity.

Development of Motivation and Reward Systems

Motivation has been proven to significantly impact performance improvement. Therefore, organizations need to develop a motivation system that is fair, transparent, and performance-oriented. Management can strengthen employee motivation through rewards for top

performance, promotion opportunities, self-development training, and objective performance appraisals. Employees who feel valued will demonstrate greater loyalty and work ethic. Furthermore, open communication between management and employees is essential so that each individual feels recognized for their contributions. High motivation will help employees focus more on achieving targets, work more creatively, and maintain a positive corporate image in the eyes of the public.

Managing Work Stress in a Healthy and Productive Way

Research shows that work stress does not significantly impact performance, but it still needs to be managed to prevent it from developing into excessive stress. The strategic implication is that organizations need to create a work environment that balances employee demands and abilities. Management can provide psychological support programs such as *employee assistance programs* (EAP), group recreational activities, and more flexible work policies during intensive work periods. Social support from leaders and coworkers also needs to be strengthened to ensure employees feel comfortable and motivated, rather than burdened by work pressure. With proper stress management, employees will be able to cope with pressure more calmly, maintain concentration, and remain committed to achieving organizational goals.

Improving Performance Through Positive Organizational Culture

Overall, the research results indicate that employee performance can be improved through synergy between leadership, motivation, and work stress management. The strategic implication is building an organizational culture that supports collaboration, discipline, and work-life balance. Leaders need to instill positive values such as integrity, responsibility, and a spirit of service in all work activities. When an organizational culture is well-established, employees will work not just out of obligation, but out of a sense of responsibility to deliver the best results for the company and society.

Positive Impact of Strategy Implementation

If the above implications are implemented consistently, various positive impacts will emerge for the organization, including: Employee performance increases continuously, Working relationships between leaders and subordinates become more harmonious, The work environment becomes healthier, more comfortable and more productive, Employee stress levels can be controlled well and the company's reputation as a professional institution that is oriented towards employee welfare becomes stronger. The results of this study provide strategic direction for the management of PT Bank Rakyat Indonesia Bengkulu Branch to continuously improve its leadership, motivation, and work stress management systems. The implementation of these strategies is expected to create superior human resources with integrity who are ready to optimally support the achievement of organizational goals.

CONCLUSION

1. Leadership style has a positive and significant impact on employee performance. This means that the better the leadership style implemented by the leader, the higher the employee performance. Leaders who are able to set an example, listen to input, and provide support to subordinates will encourage higher work enthusiasm and responsibility.
2. Work motivation has a positive and significant impact on employee performance. Highly motivated employees tend to be more enthusiastic, take initiative, and strive to complete their work with the best results. Motivation, whether internal or provided by the organization through rewards and self-development opportunities, is a key driver of improved performance.

3. Job stress has a positive but insignificant effect on employee performance. This indicates that the work pressure felt by employees remains within reasonable limits and does not disrupt work output. Employees at PT Bank Rakyat Indonesia are able to adapt to job demands and maintain performance despite the pressure.
4. Overall, leadership style and work motivation are the two main factors that most influence employee performance. Meanwhile, work stress needs to be monitored to prevent it from becoming a barrier to productivity. The combination of good leadership, high motivation, and appropriate stress management will create a positive work environment and encourage optimal performance within the company.

LIMITATION

1. For Company Management
 - a. Leaders in each work unit should continue to develop a participatory and inspirational leadership style, so that relationships with employees are more open and harmonious.
 - b. Management needs to provide effective leadership and communication training programs so that leaders can become mentors and motivators for their subordinates.
 - c. Performance reward and recognition systems need to be continuously strengthened to maintain high employee motivation. Incentives, job promotions, and opportunities for personal development can be tangible forms of appreciation.
 - d. Managing work stress needs to be a concern by creating a balanced work atmosphere, providing recreational activities, and supporting employee mental well-being.
2. For Employees
 - a. Employees are expected to maintain work enthusiasm, improve their abilities, and develop their potential so they can adapt to the dynamics of work.
 - b. Employees also need to build good communication with leaders and coworkers to create a mutually supportive work environment.
3. For Further Researchers
 - a. It is recommended that future research add other variables that can also influence performance, such as job satisfaction, discipline, or organizational culture.
 - b. In addition, the research can be expanded to different objects and sectors so that the results can provide a broader picture of the factors that influence employee performance in various fields.

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