

The Influence of Leadership and Workload on Employee Performance through Work Motivation at Bank Sulutgo in Jakarta

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ABSTRACT

A company's human resources are one of its most crucial components. Employee performance has a significant impact on how long a firm can continue to operate, so it is imperative that management manage employee performance. The goal of this research is to examine how work motivation functions as a mediator between the effects of workload and leadership on employee performance. Quantitative research is used in the research methodology. The SulutGo Bank personnel in the Jakarta region serve as the research's population and sample. Questionnaires are one of the data collection tools. Smart PLS is used in data analysis methods. The results of the study found that workload, leadership and work motivation determine the level of employee performance. Work motivation in this study has two opposite roles, namely reducing workload and improving performance.

Keywords: employee performance, Leadership, workload, work motivation.

INTRODUCTION

Human resources are assets that companies must manage effectively because they can achieve the company's goals set for a specific period (Human Development Report, 2010). One way to gauge an organization's success is through employee

performance. Performance, in the words of Sedamaryanti (2014), is what workers accomplish and is evaluated on a regular basis. This work result is established as a target and standard criteria for assessment that is measurable for all employees in an organization. Satisfaction is the feeling that employees have, whether happy or sad, towards their perception of the work they have done. Individual characteristics play a crucial role in determining work outcomes within an organization (Robbins and Judge, 2018).

The desire a person has to carry out specified actions in order to accomplish specific goals is known as motivation (Hamzah, 2016). Individuals are motivated to engage in activities that promote their aims when they have objectives to achieve (Widisatria and Nawangsari, 2021). A shift in a person's energy, manifested in affective (or emotional) moods and behaviors aimed at achieving objectives, is called motivation. Motivation is also the secret to a successful organization that ensures the sustainability of jobs by providing strong support and guidance. Rifa'I et al. (2021) define motivation as providing the appropriate direction, resources, and incentives to encourage and compel people to operate in the intended way.

Based on the preliminary study results, it is evident that over the past 11 months, employee performance has shown a

declining trend. This is indicated by the number of employees who achieved work targets, which was less than 50% from a total of 51 employees during May to August. This suggests that many employees did not meet their targets, resulting in suboptimal performance within the company. Overall, the company's performance evaluation showed a decline, with performance dropping from 86% in July to 78% in August 2023. Individually, many employees did not meet their targets in August.

Based on interviews with 5 employees who did not meet their targets, it was found that employees are uncomfortable with the current work environment. Employees who lack enthusiasm tend to produce suboptimal work. Additionally, the interviews also revealed that employees who have not seen improvement in the past two years have insufficient income and compensation. As a result, these employees are less motivated to achieve the company's set targets.

According to a pre-survey of 20 people, the main reasons for these issues were identified. It was found that the categories where employees rated the work conditions the lowest were work motivation and leadership. According to employees, 66% perceive that work motivation among their colleagues is poor, indicating that only 34% have good motivation. Motivation is crucial in supporting performance and can significantly influence employee performance. Another area rated poorly was the bank's leadership. According to bank employees, 62% rated current leadership as inadequate. The next factor rated poorly was employee workload. According to the survey, 54% of employees stated that the current workload was inadequate.

Based on the phenomena and explanations outlined above, the research aims to analyze the influence of leadership and employee workload on employee performance, mediated by work motivation, at Bank Sulutgo in the Jakarta Region

LITERATURE REVIEW

The Influence of Leadership on Employee Performance

Possessing specialized talents that are appropriate for a given scenario, leadership is a sort of domination based on one's ability to persuade or encourage others to act in accordance with the organization's standards. A leader who can effectively coordinate all subordinates will achieve good performance. However, when a leader cannot manage, control, and direct effectively, their subordinates will encounter difficulties in completing tasks.

Research by Gusriani, Komardi and Panjaitan, (2022), demonstrates that employee performance is positively and significantly impacted by leadership. Good leadership results in good performance. Conversely, poor leadership within an organization leads to low employee performance. Similar findings were also reported by Batubara (2020), (Pasaribu, Adler Haymans Manurung and Tussoleha Rony, 2022) proving that performance is positively and significantly impacted by leadership. Using the justifications provided, the following formulation of the hypothesis may be made:

H₁: Leadership significantly influences performance.

The Influence of Leadership on Work Motivation

Work motivation is the energy that drives individuals to strive towards achieving expected goals in performing their tasks. It is a process that motivates or encourages someone to work towards desired objectives. Employee work motivation can be influenced by various factors, one of which is leadership. Employees can be motivated when they have good leadership. Conversely, poor leadership can lead to decreased enthusiasm among employees.

Studies by Akhmad et al., (2022) show that job motivation among employees is positively and significantly impacted by leadership. This means that better leadership results in higher work motivation among

employees. Conversely, if leadership is poor, employee work motivation tends to be low. Similar findings were also observed by Saluy et al. (2022), demonstrating that leadership significantly affects work motivation. Using the justifications provided, the following formulation of the study hypothesis may be made:

H₂: Leadership significantly influences work motivation.

The Influence of Workload on Employee Performance

Task demands, the workplace itself, employee views, abilities, and behaviors all combine to create workload. It refers to tasks and demands that are excessively high and work speed that is too fast, causing stress for employees to be completed within specific timeframes. The workload that employees carry can significantly impact the quality of their performance.

Research conducted by Abdillah, Satrya and Priyati, (2022), suggests that employee performance is significantly impacted by workload. When employees have higher workloads, their resulting performance tends to be lower. Conversely, lower workloads lead to better employee performance. Similar findings were also reported by Verstappen et al. (2022), highlighting that workload significantly influences employee performance. Using the justifications provided, the following formulation of the study hypothesis may be made:

H₃: Workload significantly influences employee performance.

The Influence of Workload on Work Motivation

The desire to take action and push people in the direction of their objectives is known as motivation. It is regarded as essential since it motivates and sustains workers to put forth their best effort and work with enthusiasm in order to attain optimal performance. A worker's workload is defined as the quantity of work they have on their plate or as the outcome of multiplying

their task volume by their standard time. Task demands in the workplace interact to create workload, and employee attitudes and skills are key factors in this process. Workload should be distributed evenly to ensure fair division of work. However, fairness in workload does not mean every employee has the same workload within the organization. Workload allocation should be tailored to the skills and needs of each employee. Excessive workload can lead to decreased morale and motivation among employees, thereby contributing to work fatigue. However, if employees perceive each task assigned to them as their responsibility, the workload does not feel burdensome when they complete their tasks. According to research by Widyawaty, Supriyanto and Hasyim, (2022) workload significantly and favorably affects worker performance. Similarly, by Widarto *et al.*, (2022) discovered that work-related workload has a big impact on motivation at work. Using the justifications provided, the following formulation of the study hypothesis may be made:

H₄: Workload significantly influences work motivation.

Impact of Work Motivation on Employee Performance

Motivation given to employees becomes a foundation that can create discipline in their work. Motivation is one way to influence subordinates in improving the quality of their work so that organizational goals can be achieved. Employees' job outcomes are determined by their level of work motivation. This implies that workers will perform poorly if they are not motivated to do their jobs. On the other hand, workers who are highly motivated at work will likewise do well.

Research found by Nasution and Priangkatara, (2022) demonstrates how employee performance is significantly impacted by work motivation. Employees need good work motivation to achieve work results as expected. Employees with good work motivation will achieve work results

according to what has been planned. However, when employees have low work motivation, their performance will also be low. The same research findings were also found by Widarto *et al.*, (2022), indicating that work motivation significantly influences performance. Using the justifications provided, the following formulation of the study hypothesis may be made:

H5: Work motivation significantly influences performance.

The Influence of Leadership on Employee Performance Through Work Motivation

Good leadership that is respected by employees will foster high morale among them. Employees will have high motivation with good leadership. Conversely, when an organization has leadership that is less favored by employees, the work motivation of the employees will also be low. The work motivation of employees will enhance the performance they produce. This indirectly means that leadership will enhance performance through the work motivation of employees. Good leadership leads to good motivation, which in turn results in good performance. Conversely, poor leadership leads to poor motivation, resulting in poor employee performance as well.

Setyowati and Sofingi, (2022) revealed that job motivation acts as a mediator between leadership influence and performance. Leadership has an indirect effect on performance due to work motivation. This indicates that employees' motivation for their jobs is a direct result of leadership.

Using the justifications provided, the following formulation of the study hypothesis may be made:

H6: Work motivation mediates the influence of leadership on performance.

The Influence of Workload on Employee Performance Through Work Motivation

The workload assigned by a company to its employees will determine whether they are motivated to work or not. Excessive workload will make employees feel tired and bored at work. However, when the workload assigned matches the capabilities of the employees, it can create good work motivation. This workload that creates work motivation can improve employee performance.

According to research by Widarto *et al.*, (2022) job motivation has a major mediating role in the relationship between workload and employee performance. This implies that motivated workers will be more productive and that workloads that are appropriate will boost motivation. Conversely, when the workload is not good, motivation also becomes inadequate, determining poor performance in employees. Using the justifications provided, the following formulation of the study hypothesis may be made:

H7: Work motivation mediates the influence of workload on performance.

Based on the explanation of the relationships between the variables above, the framework can be illustrated as follows:

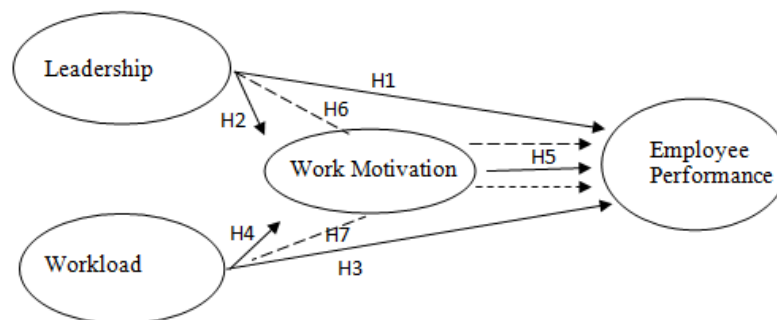


Figure 1. Framework

Source: (Raymond (2023), Hasibuan (2017), Hamzah (2016)).

MATERIALS & METHODS

The research approach is quantitative. The study's population comprises of 51 employees from Bank Sulutgo in Jakarta. Because of the limited population size, the saturated sample method was adopted, which involves including all members of the population in the study. The study's sample consists of 51 Bank Sulutgo workers located in Jakarta. The primary data for this study came from questionnaires that the researcher personally collected from research participants. Because this investigation incorporates reflecting measurement, SmartPLS software was selected for data processing. The research consists of two primary sets of measurements: the inner model (path analysis and hypothesis testing) and the external model (Cronbach's alpha-based composite reliability, discriminant validity, and convergent validity).

RESULT

This research was conducted on employees of Bank Sulutgo in the Jakarta area, totaling 51 individuals. The majority of employees hold a bachelor's degree, according to the

study of respondent characteristics by educational level (S1). According to the study's findings, 37 employees (72.55%) hold a bachelor's degree (S1), while 8 employees (15.69%) have a high school diploma (SMA). The least common educational level held by employees is a master's degree (S2), which is held by 6 employees (11.76%). Data analysis based on length of service characteristics indicates that the majority of employees have worked for 11-20 years, totaling 31 employees (60.78%), followed by those with 1-10 years of service, totaling 18 employees (35.50%), and the fewest employees have worked for more than 20 years, totaling 2 individuals (3.92%).

Validity Testing

a. Convergent Validity

SEM-PLS 4 software was used in this study's validity and reliability testing. The data's validity and reliability were assessed using factor loading, cross-loading, Average Variance Extracted (AVE), and Cronbach's alpha. The test results are presented as follows:

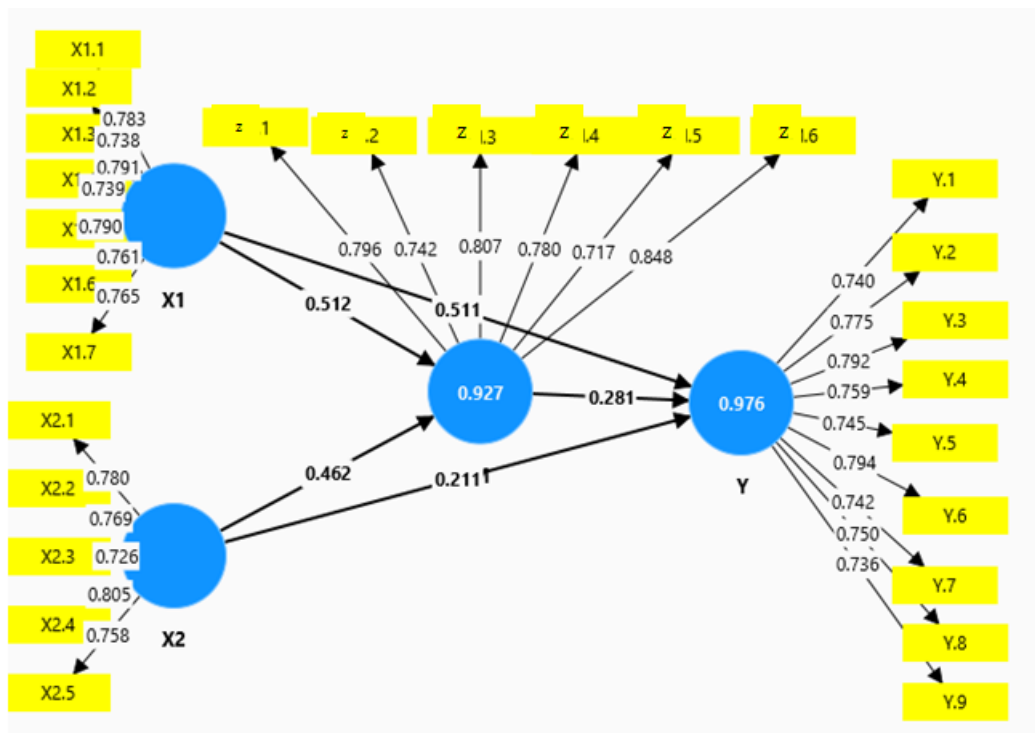


Figure 2. Validity and Reliability Testing Model

The validity and reliability testing results in the above figure show that all items from the variables of leadership (X1), workload (X2), work motivation (Z), and performance (Y) have loading values exceeding 0.70,

indicating that all items validly measure the variables in the study. The factor loading results can also be seen in the following table.

Table 1. Factor Loading Results

Variable	Indicator	Outer Loadings	Minimum Requirement	Description
Motivasi (Z)	Z.1	0.796	≥ 0,70	Valid
	Z.2	0.742	≥ 0,70	Valid
	Z.3	0.807	≥ 0,70	Valid
	Z.4	0.780	≥ 0,70	Valid
	Z.5	0.717	≥ 0,70	Valid
	Z.6	0.848	≥ 0,70	Valid
Kepemimpinan (X1)	X1.1	0.783	≥ 0,70	Valid
	X1.2	0.738	≥ 0,70	Valid
	X1.3	0.791	≥ 0,70	Valid
	X1.4	0.739	≥ 0,70	Valid
	X1.5	0.790	≥ 0,70	Valid
	X1.6	0.761	≥ 0,70	Valid
	X1.7	0.765	≥ 0,70	Valid
Beban Kerja (X2)	X2.1	0.780	≥ 0,70	Valid
	X2.2	0.769	≥ 0,70	Valid
	X2.3	0.726	≥ 0,70	Valid
	X2.4	0.805	≥ 0,70	Valid
	X2.5	0.758	≥ 0,70	Valid
Kinerja (Y)	Y.1	0.740	≥ 0,70	Valid
	Y.2	0.775	≥ 0,70	Valid
	Y.3	0.792	≥ 0,70	Valid
	Y.4	0.759	≥ 0,70	Valid
	Y.5	0.745	≥ 0,70	Valid
	Y.6	0.794	≥ 0,70	Valid
	Y.7	0.742	≥ 0,70	Valid
	Y.8	0.750	≥ 0,70	Valid
	Y.9	0.736	≥ 0,70	Valid

b. Discriminant Validity

The findings of the discriminant validity analysis based on the cross-loading values between the indicators and the corresponding constructs are shown below:

Table 2. Cross Loading Test Results

Indicator	Z	X1.	X2.	Y.
Z.1	0.796	0,611	0,742	0,804
Z.2	0.742	0,681	0,692	0,706
Z.3	0.807	0,711	0,749	0,731
Z.4	0.780	0,722	0,735	0,716
Z.5	0.717	0,711	0,684	0,713
Z.6	0.848	0,791	0,822	0,836
X1.1	0,674	0.783	0,745	0,767
X1.2	0,691	0.738	0,643	0,711
X1.3	0,706	0.791	0,686	0,759
X1.4	0,721	0.739	0,714	0,709
X1.5	0,800	0.890	0,827	0,810
X1.6	0,783	0.861	0,788	0,752
X1.7	0,733	0,765	0.813	0,746
X2.1	0,694	0,775	0.880	0,768

X2.2	0,759	0,709	0,769	0,730
X2.3	0,688	0,709	0,826	0,664
X2.4	0,750	0,787	0,805	0,794
X2.5	0,759	0,689	0,858	0,748
Y.1	0,631	0,660	0,689	0,740
Y.2	0,768	0,737	0,763	0,775
Y.3	0,774	0,702	0,738	0,792
Y.4	0,706	0,791	0,686	0,859
Y.5	0,715	0,737	0,694	0,745
Y.6	0,769	0,767	0,816	0,794
Y.7	0,781	0,739	0,746	0,842
Y.8	0,717	0,776	0,716	0,750
Y.9	0,747	0,679	0,751	0,836

It is evident from the following table that there is a greater link between constructs and their indicators than there is between other constructs. Since they can predict signs inside their block more accurately than indicators in other blocks, all latent constructs exhibit excellent discriminant validity.

The HTMT test is also used in this study's validation testing. The geometric mean of all correlations between indicators measuring different constructs as contrasted to the geometric mean of correlations among indicators measuring the same construct is known as the heterotrait-heteromethod correlation, or HTMT. The results of the test are shown below.

Table 3. HTMT Test

Variables	Z	X1.	X2.
Motivation			
Leadership	0,683		
Workload	0,818	0,716	
Performance	0,884	0,691	0,813

None of the significant values are found to be greater than 0.90 based on the findings of the HTMT test. According to Hair et al. (2017), the Heterotrait-Monotrait Ratio (HTMT) values are all less than 0.90, which indicates that the acceptable threshold for discriminant validity is satisfied.

Apart from this method, the Fornell-Larcker criterion can also be employed to evaluate discriminant validity. Using correlations between constructs and the square root of the AVE of each construct, this method assesses whether latent variables have sufficient discriminant validity. Based on

the Fornell-Larcker criterion between indicators and their corresponding constructs, the following are the findings of discriminant validity:

Table 4. Fornell-Larcker Criterion Test Results

Variables	Z	X1.	X2.	Y.
Z	0,783			
X1.	0,953	0,767		
X2.	0,951	0,955	0,768	
Y.	0,968	0,980	0,966	0,760

The Fornell-Larcker criterion is met when the square root of the average variance extracted, or AVE, for each variable is more than the correlations between the variables, according to the study results for each variable. This suggests that discriminant validity has been attained by the variables being studied. Examining the AVE (Average Variance Extracted) results comes next, after the discriminant validity assessment. An AVE value of >0.5 is regarded as good.

Table 5. Average Variance Extracted Value for Each Variable

Variables	Average variance extracted (AVE)
Z	0.613
X1.	0.588
X2.	0.590
Y.	0.577

Cronbach's alpha values for all variables are found to be greater than 0.70 based on the analysis of the research data. These findings suggest that the tools employed to measure each variable in this study are valid and dependable. All variables had AVE values

larger than 0.500, according to the findings of the Average Variance Extracted (AVE) test.

Reliability Testing

Reliability testing aims to assess how reliable a measurement tool or instrument is. A questionnaire is considered reliable if respondents' responses to statements or questions are consistent or stable over time.

a. Composite Reliability

A construct is deemed dependable in the first stage if its composite reliability value is more than 0.7 (Ghozali, 2021). The following are the output values for composite reliability obtained from the outer model:

Table 6. Composite Reliability Test Results

Variables	Composite reliability (rho_a)
Z	0.876
X1.	0.884
X2.	0.828
Y.	0.909

Every variable in the table above has a composite reliability value more than 0.7, with the workload variable (X2) having the lowest value at 0.828 and the performance variable (Y) having the greatest value at 0.909. Consequently, it may be said that this study model satisfies the requirements for composite reliability.

b. Cronbach Alpha

Next, in the reliability testing stage, the next test is the Cronbach's alpha value. When a construct's Cronbach's alpha value is more than 0.6, it is deemed dependable (Ghozali, 2021). The Cronbach's alpha values for each variable in the research model are as follows:

Table 7. Cronbach's Alpha Test Results

Variables	Cronbach's alpha
Z	0.873
X1.	0.883
X2.	0.826
Y.	0.908

The analysis's findings indicate that every variable has a Cronbach's alpha value more

than 0.6; the Motivation (Z) variable has the lowest value, 0.964, and the Job Satisfaction (Y) variable has the greatest value, 0.986. In summary, the study model is considered reliable since it satisfies the Cronbach's alpha requirement.

Structural Model Testing (Inner Model)

This model describes the relationships between latent variables or inner relations. In this evaluation stage, methods are presented to assess the structural model using PLS, starting from examining R-squared values, predictive relevance Q² values, Goodness of Fit Index (GoF), and then evaluating the significance of relationships between constructs indicated by path coefficient.

a. Coefficient of Determination / R Square Test

The predictive power of each endogenous latent variable in the structural model is indicated by the R-square. Whether or not an exogenous latent variable has a substantive impact on an endogenous latent variable can be inferred from changes in R-square values. Strong, moderate, and weak models can be inferred from R-square values of 0.67, 0.33, and 0.19 (Ghozali, 2021). Below are the values as shown in the table:

Table 8. R-square Values from the Research Model

Konstruk	R square	R square adjusted
Motivation	0.927	0.924
Performance	0.976	0.975

The study reveals that the influence on work motivation has an R-square value of 0.927, while the influence on performance has an R-square value of 0.976. These results indicate that leadership and workload together account for 92.7% of the variance in work motivation, and 97.6% of the variance in performance.

b. Predictive Relevance Q² Value

The value can be calculated using the following formula:

Formula

$$Q^2 = 1 - ((1-R^2) (1-R^2). (1-Rx^2))$$

$$Q^2 = 1 - (1-0,976) (1-0,927)$$

$$Q^2 = 0,998$$

The model has a predictive relevance rating of >0, which means that the values produced by the model and parameter estimations are good and relevant, according to the calculation findings.

Goodness of Fit Index (GoF) Value

Utilizing the Goodness of Fit Index (GoF), the measurement and structural model are assessed. GoF values are determined by the following criteria: 0.10 denotes a tiny GoF, 0.25 denotes a medium GoF, and 0.36 denotes a large GoF (Ghozali, 2021). GoF is manually calculated using the following formula:

GoF Index =	$\sqrt{AVE \times R^2}$
=	$\sqrt{(0,613 + 0,588 + 0,590 + 0,577)/4 \times (0,927 + 0,976)/2}$
=	0,7505

The Goodness of Fit Index (GoF) calculation results indicate a value of 0.7505. These findings suggest that the combined outer model and structural model (inner model) performs well overall since its GoF value is larger than 0.36 (big GoF scale). following diagram.

Research Hypothesis Testing

The hypotheses in this study were tested using SEM-PLS 4 and can be depicted in the

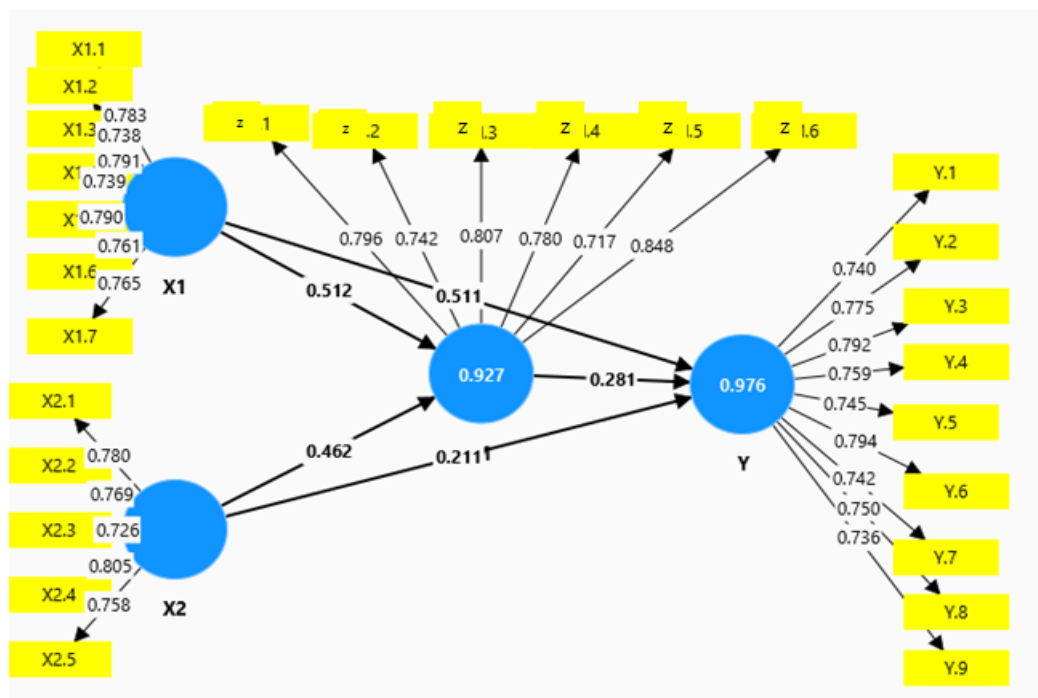


Figure 3. Hypothesis Testing Model

For the hypothesis testing results based on each variable, please refer to the following Table

Table 9. Hypothesis Testing Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Impact
Z -> Y.	0.281	0.290	0.132	2.121	0.034	Positive
X1. -> Z	0.512	0.516	0.174	2.945	0.003	Positive
X1. -> Y.	0.511	0.514	0.115	4.443	0.000	Positive
X2. -> Z	-0.462	0.459	0.163	-2.836	0.005	Negative
X2. -> Y.	-0.211	0.198	0.101	-2.079	0.038	Negative

Based on the hypothesis testing results, the conclusions can be summarized as follows:

1. Leadership (X1) significantly influences performance (Y), with a calculated t-value of 4.4443 and a p-value/significance level of 0.000. Since $0.000 < 0.05$, the hypothesis that leadership significantly affects employee performance in the bank is accepted.
2. Workload (X2) significantly influences performance (Y), with a calculated t-value of -2.079 and a p-value/significance level of 0.038. Since $0.038 < 0.05$, the hypothesis that workload has a significant negative effect on employee performance in the bank is rejected.
3. Work motivation (Z) significantly influences performance (Y), with a calculated t-value of 2.121 and a p-value/significance level of 0.034. Since $0.034 < 0.05$, the hypothesis that work motivation significantly affects employee performance in the bank is accepted.
4. Leadership (X1) significantly influences work motivation (Z), with a calculated t-value of 2.945 and a p-value/significance level of 0.003. Since $0.003 < 0.05$, the hypothesis that leadership significantly affects work motivation among employees in the bank is accepted.
5. Workload (X2) significantly influences work motivation (Z), with a calculated t-value of -2.836 and a p-value/significance level of 0.005. Since $0.005 < 0.05$, the hypothesis that workload has a significant negative effect on work motivation among employees in the bank is rejected.

For the path analysis results, please refer to the following table.

Table 10. Path Analysis Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1. -> Z -> Y.	0.144	0.154	0.101	2.419	0.036
X2. -> Z -> Y.	0.130	0.130	0.066	2.453	0.031

The path analysis's findings can be summed up as follows:

1. Leadership influences performance through work motivation with a p-value or significance level of 0.036, indicating that the hypothesis is accepted.
2. Workload influences performance through work motivation with a p-value or significance level of 0.031, indicating that the hypothesis is accepted.

DISCUSSION

The Influence of Leadership on Employee Performance

The hypothesis is validated by the research findings, indicating that employee performance is positively and significantly impacted by leadership. This implies that worker performance rises in tandem with higher levels of leadership quality. On the other hand, worker productivity declines in tandem with a decline in leadership quality. Leaders who have good analytical skills in decision-making facilitate employee

performance. However, when leaders lack analytical abilities, it can disrupt employees' work. Analysis is needed to help employees dissect problems effectively. Additionally, leaders should set an example for employees, showing them how to work effectively to complete tasks. Leaders should be open to receiving feedback and input from their subordinates so that employees facing challenges in their work can consult effectively with their leaders. When assigning tasks, leaders should provide clear instructions to employees.

Leadership is a form of dominance based on personal abilities that enable them to persuade or encourage others to act in accordance with their organization's acceptance, and they possess specific skills suitable for specific situations. Leaders who can coordinate well with all their subordinates tend to achieve good performance outcomes. However, when a leader fails to organize, control, and direct effectively, their subordinates may struggle to complete tasks.

These research findings align with studies such as those by (Gusriani, Komardi and Panjaitan, 2022) which show that employee performance is positively and significantly impacted by leadership. Employee performance is typically higher in organizations with strong leadership than in those with weaker leadership. Comparable study findings were also discovered by Batubara (2020), and (Pasaribu, Adler Haymans Manurung and Tussoleha Rony, 2022), demonstrating that leadership significantly affects performance.

The Influence of Leadership on Work Motivation

The study's findings support the hypothesis, demonstrating that leadership significantly and favorably affects employees' motivation at work. This implies that as leadership quality rises, so does employee motivation at work. On the other hand, a decline in leadership quality also results in a decline in worker motivation.

High levels of motivation and excitement for their work have a favorable impact on employees' performance. Work enthusiasm is crucial for employees in their work, as everyone experiences boredom due to work routines. Individuals who aspire to advance in their careers tend to work more energetically than those who do not aspire to advancement. Additionally, a conducive work environment is essential for employees to work to their fullest potential. Work motivation is the energy that drives individuals to strive to achieve their expected goals in performing their tasks. Work motivation is the process that drives or encourages someone to perform a task to achieve their desired goals. Employee work motivation can be influenced by many factors, one of which is leadership. Employees can be well motivated when they have good leadership, while poor leadership can lead to employee demotivation.

These research findings are supported by studies such as those by Akhmad et al., (2022), which demonstrate that leadership has a favorable and significant influence on employee job motivation, validate these research findings. This indicates a relationship between increased employee motivation and improved leadership. On the other hand, underwhelming leadership causes workers to be less motivated at work. Saluy et al. (2022) discovered similar research results, showing that leadership has a major impact on work motivation.

The Influence of Workload on Employee Performance

The findings of the study show that the hypothesis is not supported, indicating that employee performance is significantly harmed by workload. This implies that performance will decline as workload grows. On the other hand, staff performance will rise in the event of a reduction in workload. Employees need adequate capabilities to effectively complete their tasks. If employees are assigned tasks without adequate skills and competencies, they may perceive the workload as

burdensome. Conversely, when employees have sufficient capabilities, they may perceive their tasks as manageable and less burdensome. Additionally, setting targets for employees should be reasonable and acceptable to all employees.

Task demands, the workplace environment, employee views, skills, and behavior all combine to create workload. Workload refers to excessive tasks and demands, as well as the high pace of work that can cause stress for employees to complete within specific timeframes. The workload that employees have can determine whether the resulting performance is of good quality or not.

These research findings are consistent with studies such as those by Abdillah, Satrya and Priyati, (2022) which show that workload significantly influences employee performance. Higher workload negatively impacts the performance produced by employees. However, if employees have lower workloads, their performance will improve. Similar research results were also found by Verstappen et al., (2022) indicating that workload significantly affects employee performance.

The Influence of Workload on Work Motivation

The findings of the study refute the hypothesis, indicating that work-related stress has a noteworthy adverse impact on employee motivation. This implies that a large workload will lower one's motivation at work. Conversely, if workload is low, employee work motivation will increase. High workload can lower employees' motivation levels. This is because employees may feel frustrated when faced with high workloads, especially when they perceive the targets as demanding. Work motivation is also influenced by one's capacity for task completion. When they possess the necessary skills, employees typically exhibit greater enthusiasm. Competent employees are in a different scenario since they could be less driven at work.

Motivation is the drive to act and move towards achieving goals. Motivation is seen significant since it fosters and sustains employees' efforts to work assiduously and passionately in order to attain peak performance. Employee workload is defined as the total quantity of work they are allotted, which is often determined by work volume and time standards. The combination of task demands in the workplace, employee abilities, and perceptions leads to workload. To guarantee equitable task distribution, the workload should be split equally. However, fair distribution of workload does not mean that every employee has the same workload within the organization. Workload allocation should be tailored to the skills and needs of each employee. Excessive workload can decrease employee morale and motivation, contributing to work fatigue. However, when employees perceive every task assigned to them as their responsibility, the workload may not feel burdensome when they complete their tasks. These research findings are contrary to studies such as those by Widyawaty, Supriyantoro and Hasyim, (2022) which show that workload significantly and favorably affects employee performance. Widarto *et al.*, (2022) discovered similar research findings, demonstrating that work-related workload has a considerable impact on job motivation.

The Influence of Work Motivation on Employee Performance

The study's findings support the premise, demonstrating that employee performance is positively and significantly impacted by job motivation. This implies that performance will increase in tandem with increased work motivation. Employee performance will, on the other hand, decrease if work motivation is reduced. Workers who are motivated to finish assignments typically do better than those who are not as motivated. Employees who are motivated by status and pay in particular will make every attempt to finish duties.

Employee motivation serves as a foundation for fostering discipline in their work. One strategy for encouraging subordinates to raise the caliber of their work and help the organization reach its objectives is motivation. The job outcomes of employees are determined by their level of work motivation. This implies that workers will perform poorly if they are not motivated to do their jobs. On the other hand, workers who are highly motivated at work will likewise do well.

These research findings are supported by studies such as those by Nasution and Priangkatarata, (2022) studies show how employee performance is greatly impacted by work motivation. In order to accomplish desired results, workers must be highly motivated in their jobs. Workers that are highly motivated at work will complete their tasks on schedule. Employees with low job drive, however, perform poorly. Comparable study findings were also discovered by (Widarto *et al.*, 2022) indicating that work motivation significantly influences performance.

Leadership Influence on Employee Performance Through Work Motivation

Good and well-liked leadership among employees will foster high morale. Employees will have high motivation with good leadership. Conversely, when an organization has leadership that is less favored by employees, the work motivation of employees will also be low. Employee work motivation will enhance the performance produced by employees. Therefore, indirectly, leadership enhances performance through the work motivation of employees. Good leadership results in good motivation, which in turn improves performance. Conversely, poor leadership leads to poor motivation, thereby resulting in poor employee performance as well.

Setyowati and Sofingi, (2022) revealed that work motivation acts as a mediator between leadership impact and performance. Leadership has an indirect effect on performance due to work motivation. This

indicates that employees' incentive to work is a direct result of leadership influence on performance.

Workload Influence on Employee Performance Through Work Motivation

The workload given by a company to its employees can influence their enthusiasm for work. Excessive workload can cause employees to feel bored and weary in their jobs. However, when the workload is appropriate to the employees' capabilities, it will create good work motivation. The existence of a workload that can generate work motivation can, in turn, improve employee performance.

Widarto et al., (2022) research revealed that work motivation has a major mediating role in the relationship between workload and employee performance. This suggests that a healthy workload can boost employee enthusiasm and enhance output. On the other hand, low motivation also results in subpar employee performance when workload is heavy.

CONCLUSION

The study's conclusions can be stated as follows in light of the findings and discussion: Employee performance is positively and significantly impacted by leadership and job motivation, but negatively impacted by workload. Workload has a detrimental impact on work motivation, but leadership has a strong and beneficial impact on it. Furthermore, the relationship between leadership and workload on performance might be mediated by job motivation.

It is suggested that the bank should evaluate and re-map the workload of employees to ensure that all employees have a relatively safe and manageable workload that does not exceed normal limits. This is to improve employee performance. Employees should also be given tests to determine their competencies so that leadership can assign tasks according to their abilities. Additionally, leadership can provide public

speaking training to improve the work competencies of employees.

This study is limited in that it does not analyze the factor of salary or compensation because most employees in the study have the same salary. For future research, if you want to conduct research related to employee performance, you can use the results of this study as a reference and add the variable of salary or employee income as an additional variable for research on samples with varied salaries.

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