

The Influence of Leadership Style and Work Stress on Work Quality Mediated by Motivation in the Regional Civil Service Agency of East Kalimantan Province

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ABSTRACT

Keywords: Leadership style, work stress, motivation, work quality

The purpose of this study is to analyze and prove the influence of leadership style and work stress on motivation; to analyze and prove the influence of leadership style and work stress on work quality; to analyze and prove the influence of motivation on work quality; and to analyze and prove the mediating role of motivation in the relationship between leadership style and work stress on work quality. This research was conducted at the Regional Civil Service Agency of East Kalimantan Province. The research design uses an explanatory research approach, with a quantitative method. The population in this study consists of employees of the Regional Civil Service Agency of East Kalimantan Province. The sample included 83 respondents, selected using a non-probability sampling method, specifically the purposive sampling technique. Data collection was carried out by distributing questionnaires within the Regional Civil Service Agency of East Kalimantan Province. The data analysis technique employed was the SEM method, namely PLS (Partial Least Square), using Smart PLS software version 4.0. The results of the study show that leadership style and work stress have a positive and significant effect on motivation; that leadership style and work stress also have a positive and significant effect on work quality; and that motivation has a significant positive effect on work quality. This study also revealed that leadership style and work stress influence work quality positively and significantly through the mediating role of motivation.

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INTRODUCTION

An organization in government is led by a leader who has their own leadership style, which characterizes their approach to leadership. Leaders have a vision and mission in running an organization, supported by employees, to realize organizational goals that align with the stated vision and mission. These goals are in line with government programs to create a healthy organization. The leadership style of each leader greatly affects employee performance in pursuing these goals. Just as a house stands strong depending on the foundation laid, an organization requires employees' engagement for successful goal attainment. Although leaders play a significant role, it is not absolute that every employee must be influenced in realizing the vision and mission of the organization. A dynamic work environment can also positively impact employee performance; however, work stress is one factor that inevitably influences an employee's ability to carry out their duties.

President Joko Widodo, in his state address, encouraged the State Civil Apparatus to undergo significant change, beginning with several regulations issued in 2020, particularly reducing bureaucratic barriers that impede public services. He emphasized that organizational structures are currently experiencing major and permanent transformations. Organizations are being rebuilt with greater speed, efficiency, and flexibility (Fauzi Agus, 2023:3). The primary factor in improving productivity is the selection and management of Human Resources capable of effective thinking and committed to delivering high-quality products and services to both existing and potential customers (Fauzi Agus, 2023:4).

The Regional Civil Service Agency of East Kalimantan Province, whose main task is to serve in the field of civil service, continues to improve its service system (Hadijaya & Anggraeni, 2023). One

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of its efforts includes preparing a Community Satisfaction Survey (SKM), which involves citizens directly in evaluating public service performance to improve service quality. Community assessments of public service implementation are measured across nine elements: the suitability of service requirements, officer competence, the ease of service procedures, officer politeness and friendliness, service timeliness, the quality of facilities and infrastructure, service costs/fees, complaint and suggestion handling, and the conformity of service products with established service standards.

Every year, the SKM assessment conducted by the Regional Civil Service Agency of East Kalimantan Province becomes a reference point for organizational leaders in evaluating work results. Minor issues, if overlooked, can escalate into problems; therefore, leaders need to pay close attention to organizational commitment and results. Through structured annual work plans, each field head receives directives aligned with employee duties. However, phenomena observed within the agency indicate that services to ASN (State Civil Apparatus) staff consulting about personnel matters are sometimes affected. The SKM results from 2023–2024 highlight that employee motivation is strongly related to service performance.

Additionally, the continuous changes in personnel regulations demand rapid adaptation, though not all employees can respond effectively. Such conditions can reduce service effectiveness, delay administrative processes, and lower stakeholder satisfaction. At the same time, increasing public demand for transparency, accountability, and service quality requires the agency to enhance human resource capacity. Consequently, improving employee work quality is a key priority to be pursued in a structured and sustainable manner (Adebanjo et al., 2020).

Observations by researchers at the Regional Civil Service Agency of East Kalimantan Province highlight the influence of leadership style in motivating employees to produce quality work while minimizing stress (Yuana et al., 2025). A wise leader is reflected in their ability to communicate appropriately with their environment. According to Kartono (2016:11), leadership is the ability of an individual to influence, direct, and motivate others toward achieving common goals. Although leadership styles have been widely studied in various sectors, limited research specifically addresses their influence on employee work quality in local government contexts, particularly within this agency. Thus, further study is required to explore effective leadership styles in relation to enhancing local government employee performance.

Empirical studies provide supporting evidence. Wicaksono et al. (2023) revealed that leadership style has a positive and significant influence on employee performance. Mangkona et al. (2020) similarly found significant positive effects of leadership on performance. Sugiyarti et al. (2023) emphasized the mediating role of job satisfaction, indicating that leadership style and motivation significantly affect both job satisfaction and performance, though indirect effects via job satisfaction are less significant.

At the East Kalimantan Regional Civil Service Agency, public services are provided to ASN staff, but high job demands sometimes lower motivation, especially when stress arises. Complaints from employees are often submitted through their supervisors, impacting the overall quality of work results. Prolonged stress can decrease productivity, focus, and accuracy, and even deteriorate health, further reducing work quality. According to Mangkunegara (2017:157), work stress is the pressure employees feel when facing job demands. Within human resource management dynamics, various factors—including leadership style, work motivation, work stress, and job satisfaction—are central to evaluating and improving performance. For example, Wirabuana et al. (2023) found that work stress and motivation both significantly and positively affect employee performance.

Work motivation strongly influences the quality of work results. Motivated employees tend to be more productive, committed, innovative, and capable of achieving organizational targets. According to Robbins & Judge (2017:155), motivation explains the intensity, direction, and persistence of an individual's efforts toward achieving goals. Zulkarnen et al. (2024) confirmed that work motivation positively and significantly affects performance. Pranesty & Rahmi (2024) similarly found a significant correlation between motivation and performance. Meanwhile, Mangkona et al. (2020) showed that motivation and job satisfaction positively affect performance, and that job satisfaction mediates the relationship between leadership style and motivation. Interestingly, organizational culture had no significant direct influence on performance. Hajar & Jimad (2024), however, observed that motivation sometimes shows no positive effect, while leadership style consistently does. This suggests other

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variables may influence outcomes. Moreover, Pratama et al. (2024) found that workforce diversity affects job satisfaction and, in turn, employee turnover, underscoring job satisfaction's importance for both performance and workforce stability.

Overall, these studies demonstrate that leadership style, work motivation, work stress, job satisfaction, and employee diversity all interact in shaping organizational performance. Variability in findings indicates that factors such as organizational context, work culture, and individual characteristics significantly influence results.

Thus, the purpose of this study is to analyze the influence of leadership style and work stress on employee work quality, with motivation as a mediating variable, in the context of the Regional Civil Service Agency of East Kalimantan Province. Theoretically, this research enriches organizational behavior literature by offering empirical evidence of how leadership style, work stress, and motivation interact in the public sector. Practically, the findings are expected to help policymakers and managers in the Regional Civil Service Agency formulate strategies to strengthen effective leadership, reduce stress levels, and improve employee motivation to enhance organizational performance and public service quality.

RESEARCH METHOD

The research applied a quantitative approach, which generally examines issues at the surface level and requires less time. It employed descriptive analysis to outline the characteristics of the research, data, and respondents, followed by a descriptive discussion (Pragiwani et al., 2020). This study used four variables: leadership style, work stress, motivation, and work quality. Data were analyzed using the PLS (Partial Least Squares) model to assess the influence between latent variables within structural equations.

Data collection was conducted using a Likert scale to measure respondents' attitudes, perceptions, and views related to the research context (Sugiyono, 2017:93).

Table 1. Likert measurement scale

No	Information	Symbol	Score
1	Strongly agree	SS	5
2	Agree	S	4
3	Disagree	KS	3
4	Disagree	TS	2
5	Strongly Disagree	STS	1

Source : Sugiyono, 2017:93

The analysis method applied in this study was PLS (Partial Least Squares). PLS was chosen because it could be applied with smaller sample sizes, did not require the data to follow a strict multivariate normal distribution, and was useful both for theory confirmation and for explaining relationships between latent variables. This study aimed to explain the relationship between constructs (quality of human resources, use of information technology, motivation, and employee performance) and to interpret the meaning of these four constructs. Using formative and reflective indicators in measuring constructs, PLS was determined as the appropriate analysis tool. The stages in PLS (GhoSzali & Latan, 2015:74) included specifying the relationships between latent variables and evaluating the measurement model through convergent validity, discriminant validity, and composite reliability.

RESULTS AND DISCUSSION

Research Analysis

The analysis technique used in this study is to use *SmartPLS* 4.1.1.2 where the purpose of the research is assumed for all variables to be explained. The data analysis is used through two stages, namely *external model analysis* and *inner model analysis*.

Measurement Model Analysis (Outer Model)

Measurement model analysis (outer model) is a specification relationship between latent variables in the indicator. In the outer test model, using validity tests consisting of convergent validity,

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Average Variance Extracted (AVE), discriminant validity and realism tests consisting of composite reality and cronbach alpha.

Convergent Validity

Convergent validity as a measure of correlation between constructs in latent variables. The convergent validity assessment is based on the correlation between the estimated item score/component score with the SmartPLS software. Data can be declared reliable or ideal if you get a loading factorloading factor ≥ 0.7 where indicates the indicator is valid, but for ≥ 0.5 is also still allowed. Output type SmartPLS for testing convergent validity are as follows:

Table 2. Outer Loading

Indicators		Leadership Style	Quality Of Work	Motivation	Work Stress
Attention to Task	X1.1	0.887			
Attention To Relationships	X1.2	0.865			
Confidence	X1.3	0.912			
Communication Skills	X1.4	0.896			
Motivational ability	X1.5	0.901			
Emotional fatigue	X2.1				0.901
Depressalization	X2.2				0.848
Decreased personal achievement	X2.3				0.875
Employee engagement	Y1.1			0.933	
Job satisfaction	Y1.2			0.941	
Performance	Y1.3			0.911	
Initiative and creativity	Y1.4			0.898	
Awards and recognition	Y1.5			0.862	
Compliance with standards	Y2.1		0.945		
Time compliance	Y2.2		0.951		
Involvement	Y2.3		0.922		
Quality of interpersonal relationships	Y2.4		0.886		

Source : Research results, 2025

Table 2 explains that the *value of the outer model* is qualified to show that there is a good *discriminant validity* because the correlation value of each indicator has shown a value above the standard, which is 0.7. The indicator of each variable has the highest value which will be explained as follows:

1. The dominant indicator in the Leadership Style variable is X1.3 with a value of 0.912 affecting the leader's confidence in his own ability to manage situations, make decisions, and overcome challenges. The indicator in the lowest Leadership Style variable is at X1.2 with a value of 0.865 paying attention to well-being, satisfaction, and relatively harmonious *interpersonal* relationships . So X1.1, X1.2, X1.3, X1.4, X1.5 have values above 0.7 which means achieving convergent validity.
2. The dominant indicator of the variable of work stress was X2.1 with a value of 0.901 on Emotional fatigue having an adequate and supportive work atmosphere so that there were no emotional demands at work.. The indicator of the lowest work stress variable was at X2.2 with a value of 0.848 where employees felt actively involved, respected, and had strong social ties in the workplace. So X2.1, X2.2 and X2.3 have values above 0.7 which means that they achieve convergent validity.
3. The dominant indicator of the motivation variable is Y1.2 with a value of 0.941 in employee job satisfaction tends to be high because various important aspects such as compensation, work atmosphere, social interaction, and career development opportunities are optimally managed by the organization. The indicator for the lowest motivation variable is at Y1.5 with a value of 0.862 on recognition and reward for employee achievements or contributions. So that Y1.1, Y1.2, Y1.3, Y1.4, Y1.5 have values above 0.7, which means that they achieve convergent validity.
4. The dominant indicator of the *work quality* variable was Y2.2 with a value of 0.951 on time compliance. The indicator of the lowest *work quality* variable was at Y2.4 with a value of 0.886 on the quality of interpersonal relationships. So that Y2.1, Y2.2, Y2.3, Y2.4 have values above 0.7 which means that they achieve convergent validity.

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The loading *factor value* in the research results of the table above, then it can be described as the loading factor diagram model of each indicator on the variable and the magnitude of influence (R²) of the independent variable on the dependents of the research model in figure 1 is as follows:

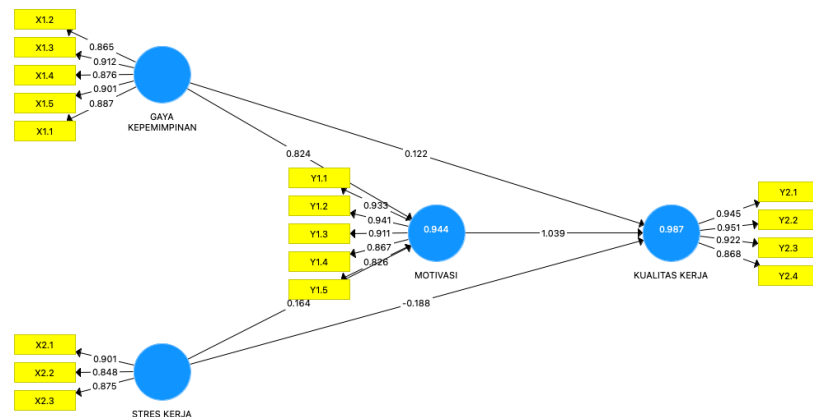


Figure 1. Loading Factor Partial Least Square Outer Model

Source : Research Results, 2025

Discriminant Validity

Discriminant validity is a measurement of indicators with reflective properties based on *cross loading indicators* with latent variables. If the relevant construct is an indicator higher than the correlation between the indicator and the other construct, then it will indicate that the underlying construct predicts that the *metric* in their block is better than the other block. Another method as a discriminant validity assessor is through a comparison of the *root of the Average Variance Extracted* (AVE) for each construct with the correlation between constructs in the model. The results of the cross loading value are as follows:

Table 3. Cross Loading

Indicators		Leadership Style	Quality Of Work	Motivation	Work Stress
Attention to Task	X1.1	0.887	0.855	0.858	0.824
Attention To Relationships	X1.2	0.865	0.791	0.803	0.763
Confidence	X1.3	0.912	0.896	0.894	0.761
Communication Skills	X1.4	0.896	0.891	0.892	0.774
Motivational ability	X1.5	0.901	0.833	0.848	0.795
Emotional fatigue	X2.1	0.839	0.787	0.804	0.901
Depressalization	X2.2	0.683	0.676	0.692	0.848
Decreased personal achievement	X2.3	0.782	0.747	0.832	0.875
Employee engagement	Y1.1	0.883	0.936	0.943	0.787
Job satisfaction	Y1.2	0.888	0.951	0.961	0.780
Performance	Y1.3	0.901	0.911	0.922	0.760
Initiative and creativity	Y1.4	0.886	0.867	0.898	0.819
Awards and recognition	Y1.5	0.775	0.742	0.862	0.826
Compliance with standards	Y2.1	0.877	0.945	0.931	0.761
Time compliance	Y2.2	0.888	0.951	0.941	0.780
Involvement	Y2.3	0.901	0.922	0.911	0.760
Quality of interpersonal relationships	Y2.4	0.868	0.886	0.867	0.819

Source : Research results, 2025

Table 2 in the results of the *cross loading* research table can be explained that all indicators in the block have a greater value than the indicators in other blocks so that they meet the criteria in *good discriminant validity* which are explained as follows:

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1. The leadership style variable has 5 indicators attributed to X1.1 (0.887), X1.2 (0.865), X1.3 (0.912), X1.4 (0.896), and X1.5 (0.901) greater than the *loading factor* in the construct and has a value above 0.50 in one variable so that discriminatory validity occurs.
2. The Work Stress variable has 3 indicators attributed to X2.1 (0.901), X2.2 (0.848) and X2.3 (0.875) greater than the *loading factor* in the construct and has a value above 0.50 in one variable so that discriminant validity occurs.
3. The Motivation variable has 5 indicators attributed with Y1.1 (0.943), Y1.2 (0.961), Y1.3 (0.922), Y1.4 (0.868) and Y1.5 (0.862) greater than the *loading factor* in the construct and has a value above 0.50 in one variable so that discriminatory validity occurs.
4. The *work quality* variable has 4 indicators attributed to Y2.1 (0.945), Y2.2 (0.951), Y2.3 (0.922), and Y2.4 (0.886) greater than the *loading factor* in the construct and has a value above 0.50 in one variable so that discriminatory validity occurs.

In addition, there is another way, namely by looking at the results of calculating the AVE (*Average Variance Extracted*) value of a construct with other correlation values. The AVE value obtained is higher than the standard value of 0.5, so it is said that the level of discriminant validity is considered good. The results of the study show the AVE value as shown in table 4, which is as follows:

Table 4. Average Variance Extracted (AVE)

<i>Average Variance Extracted (AVE)</i>	
Leadership Style	0,789
Work Stress	0,765
Motivation	0,804
Quality of Work	0,850

Source : Research results, 2025

Based on table 4, the AVE value produced in the study had a value above the standard value of 0.5. So in this study, the *discriminant validity* value in the *Average Variance Extracted* (AVE) is valid.

Composite Validity

Composite Validity is used as a measure of the true value of the reality of a construct, data with a *composite reliability* > 0.7 has high reliability. The reliability test can also be strengthened if the *cronbach value is alpha*. > 0.6 where *composite reliability* is considered good compared to *Cronbach's alpha* in determining the *internal consistency* of a construct. Based on the results of the calculation, it can be seen as follows:

Table 5. Composite Reliability

	Composite Reliability	Information
Leadership Style	0,949	Reliable
Work Stress	0,907	Reliable
Motivation	0,953	Reliable
Quality of Work	0,958	Reliable

Source : Research results, 2025

Table 5 explains that the *composite reliability* produced in the calculation of the research conducted has a value above the standard value of 0.7. So that in the research the value of *composite reliability* above is reliable.

Cronbach's Alpha

Cronbach's Alpha is a partial measure of *composite reliability* as the lower limit of the construct. The standard value of *Cronbach's alpha* is 0.7 but if the value is 0.6 it is still said to be good in reliability. Based on the results of the calculation, it can be seen in table 5 as follows:

Table 6. Cronbach's Alpha

	Cronbach's Alpha	Information
Leadership Style	0,933	Reliable
Work Stress	0,847	Reliable
Motivation	0,938	Reliable
Quality of Work	0,941	Reliable

Source : Research results, 2025

Based on table 6, the *Cronbach's alpha* value produced in the study had a value above the standard of 0.7. So in this study the value of the *cronbach alpha* above is reliable.

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Structural Model Analysis (Inner Model)

Inner model is the specification of the relationship between latent variables (structural model). The *inner* model can be tested via R^2 for endogenous constructs. The R^2 value is used as a measure of the degree of variation of changes from exogenous variables to endogenous variables that have a major effect on endogenous variables as a *goodness-fit model test*. The R^2 value has a standard value of 0.75 which can be said to be strong, a value of 0.50 can be said to be moderate and a value of 0.25 can be said to be weak. Based on the results of the calculation, it can be seen in table 7 as follows:

Table 7. <i>R-Square</i>	
	R Square
Motivation	0,944
Quality of Work	0,987

Source : Research results, 2025

Table 7 on the calculation of R^2 in the *inner model* of the research data conducted is described as follows:

1. In the Motivation construct (Y1), an R^2 value of 0.944 was produced, which means that the variables of leadership style (X1) and Work Stress (X2) were able to explain the relationship with Motivation (Y1) with a percentage of 94.4% and the remaining 5.6% was explained by other variables that were not found in the study.
2. In the *work quality* construct (Y2), an R^2 value of 0.987 was produced, which means that the variables of leadership style (X1) and Work Stress (X2) were able to explain the relationship to *work quality* (Y2) with a percentage of 98.7% and the remaining 1.3% was explained by other variables that were not found in the study.

Based on table 5.6, an equation can be made to calculate *Q-square predictive relevance* as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\ &= 1 - (1 - 0.944)(1 - 0.987) \\ &= 1 - (0.056)(0.987) \\ &= 0.944 \end{aligned}$$

The calculation results show the value *predictive relevance* of 0.944 or 94% so that it is worth saying that it has a relevant predictive value. Value *predictive relevance* 94% indicated that the diversity of data that the model could explain was 94% The remaining 6% was explained by other variables not found in the study.

Hypothesis Testing

This test can be seen through probability values as well as t-statistics. The confidence used is 95%, which makes the limit of inaccuracy or the level of precision a number (α) = 0.05. The following are the criteria for the hypothesis test, accept H_0 if calculated < t_{table} or if the significance probability value is > 0.05, meaning that no influence of exogenous variables on endogenous variables is found significantly. Minus H_0 (Accept H_a) if the $t_{calculate}$ > t_{table} or if the significance probability value is < 0.05, it means that the influence of the free variable on the bound variable is found significantly. In Table 5.7, it can be illustrated with a bootstrap model in the *inner* model that connects the *original value* and t-statistic values from the path analysis in this study which appears that there is a relationship between variables that obtain a value below the accepted hypothesis or are below 1.96. Based on the formulation of research problems and research results that have been carried out with the *inner model* so that it can be explained as follows:

Table 8. *Path Coefficients (Mean, STDEV,t-Values)*

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Leadership Style -> Quality of Work	0.122	2.139	0.033	Positive and significant
Leadership Style -> Motivation	0.824	12.531	0.000	Positive and significant

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	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Motivation - > Quality of Work	1.039	16.126	0.000	Positive and significant
Work Stress - > Work Quality	-0.188	5.612	0.000	Negative and significant
Work Stress - > Motivation	0.164	2.297	0.022	Positive and significant
Leadership Style -> Motivation -> Quality of Work	0,856	10,843	0,000	Positive and significant
Work Stress -> Motivation -> Work Quality	0,170	2,231	0,026	Positive and significant

Source : Research results, 2025

So it is explained that to be explained in the image in 2 is as follows:

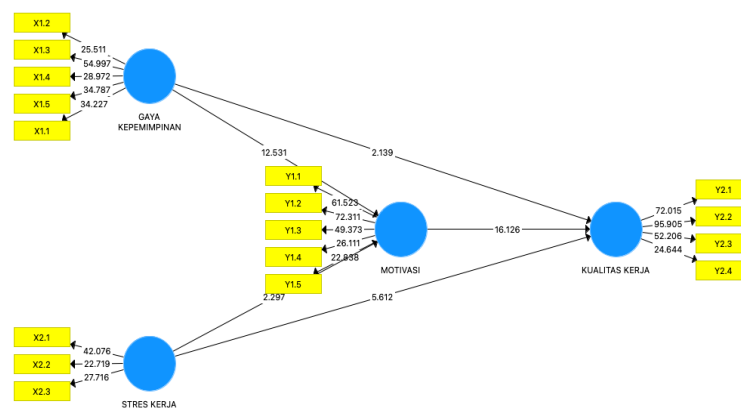


Figure 2. Loading Factor Partial Least Square Bootstrap on Inner Model

Source : Research results, 2025

The results of the research using *bootstrapping* above in table 8 are explained as follows:

1. Leadership style had a positive effect on *work quality* with the *original sample* being 0.122 and significant on work quality with a *t-statistic* value of $2.139 > 1.96$ and a *p value* of $0.033 < 0.05$ which can be interpreted that the higher the leadership style obtained, the *quality of work* will increase. So that hypothesis I is accepted or that the leadership style has a significant positive effect on *the quality of work* within the scope of the Regional Civil Service Agency of East Kalimantan Province.
2. Leadership style had a positive effect on motivation with an *original sample* of 0.824 and significant on Motivation with a *t-statistic* value of $12.531 > 1.96$ and a *p value* of $0.0 < 0.05$ which can be interpreted that the higher the leadership style obtained, the motivation will increase. So that hypothesis II is accepted or that leadership style has a significant positive effect on motivation within the scope of the Regional Civil Service Agency of East Kalimantan Province.
3. Motivation had a positive effect on *the quality of work* with the *original sample* was 1.039 and significant on *the quality of work* with a *t-statistic* value of $16.126 > 1.96$ and a *p value* of $1.96 \cdot 0.00 < 0.05$ which can be interpreted that the higher the motivation that is done well, the *quality of work* will decrease So that hypothesis III is accepted or that motivation has a significant positive effect on *the quality of work* within the scope of the Regional Civil Service Agency of East Kalimantan Province.
4. Work stress had a negative effect on *work quality* with the *original sample* being -0.188 and significant on *work quality* with a *t-statistic* value of $5.612 > 1.96$ and a *p value* of $0.00 < 0.05$ which can be interpreted that the higher the level of employee work stress, the work quality tends to decrease. So that hypothesis IV is accepted or that Work Stress has a significant negative effect on *the quality of work* within the scope of the Regional Civil Service Agency of East Kalimantan Province.

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5. Work Stress had a positive effect on *motivation* with the *original sample* being 0.164 and significant on *work quality* with a *t-statistic* value of $2.297 > 1.96$ and a *p value* of $0.022 < 0.05$ which can be interpreted that the higher the Work Stress obtained, the *motivation* will decrease. So that hypothesis V is accepted or that Work Stress has a significant positive effect on *the quality of work* within the scope of the Regional Civil Service Agency of East Kalimantan Province.

Leadership Style Towards Motivation

The results of this study's analysis test show that the variable leadership style has a positive and significant effect on the motivation of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that the better the leadership style that the leader has, the more work motivation in employees. This is in line with several researches conducted by Ahmed & Alsaqqaf (2022) and Rahayu, *et al* (2024) which explain that leadership style has a positive and significant influence on motivation.

From the results of the respondents' answers and supported by the assessment of the highest *loading factor* of the leadership style variable indicator, namely X1.3 with a value of 0.912, leaders show high confidence in making important decisions which assess this aspect as the most important part of effective leadership in the Regional Civil Service Agency of East Kalimantan Province. A leader's confidence in making decisions provides clear direction, reduces uncertainty, and increases subordinate trust in leadership. These findings support a transformational leadership theory that emphasizes the importance of assertiveness and confidence in directing organizations toward predetermined goals.

In the context of the work style at the East Kalimantan Provincial Regional Civil Service Agency, a good leader and confident in making important decisions can provide clear direction, reduce uncertainty, and build trust among employees. This increases the sense of security and job security which psychologically is one of the main drivers of work motivation. Employees feel confident that the direction of the policy taken is appropriate and planned so that they are encouraged to work more enthusiastically and productively. Thus, a leadership style characterized by high confidence in making important decisions plays a big role in shaping employee work motivation. The practical implication is that the leadership of the Regional Civil Service Agency of East Kalimantan Province needs to continue to develop the ability to make strategic decisions precisely, quickly, and confidently, because this aspect has been proven to be able to increase motivation and will ultimately have an impact on improving the quality of employee work.

Work Stress Against Motivation

The results of this study's analysis test show that work stress variables have a positive and significant effect on the motivation of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that the increase in work stress obtained by employees will increase work motivation in employees. This is in line with several researches by Wirabuana *et al* (2023), Softyandi (2023) and Hastuti (2024) who explain that work stress has a positive and significant effect on motivation. From the results of the respondent's answers and supported by the assessment of the highest *loading factor* of the variable indicator of work stress, namely X2.1 with a value of 0.901 on Emotional fatigue has an adequate and supportive work atmosphere so that there are no emotional demands in the workplace where emotional fatigue in this context refers to a condition where employees experience psychological stress due to a high workload, Continuous administrative demands, as well as performance expectations that often cause mental boredom. However, the results of this study show that to a certain extent, emotional fatigue conditions arising from work stress can actually give rise to internal motivation in employees to maintain their performance, especially if there is organizational support and meaning to the work done. Indicators of emotional fatigue as part of the work stress dimension were found not to automatically decrease motivation. On the other hand, employees who have strong intrinsic motivation, feel their work is meaningful, and receive recognition from their superiors, tend to be able to manage emotional fatigue adaptively.

In the context of government organizations, especially in the Regional Civil Service Agency that handles strategic functions in the management of apparatus resources, high work dynamics are often inevitable. However, if the stress generated from these dynamics can be controlled through

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supportive leadership, rational workload management, and appreciation for employee hard work, then the emotional fatigue that arises can be turned into motivation to continue to perform optimally.

Leadership Style Towards Work Quality

The results of this research analysis test show that the leadership style variable has a positive and significant effect on the quality of work of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that the better the leadership style that the leader has, the better the quality of work results for employees. This is in line with several researches by Wicaksono *et al* (2023), Mangkono *et al* (2020), Softyandi (2023) and Rahayu, *et al* (2024) which explain that leadership style has a positive and significant influence on performance quality. From the results of the respondent's answers and supported by the assessment *of the highest loading factor* of the variable indicator of work quality, namely Y2.2 with a value of 0.951 on time compliance where punctuality describes the extent to which employees are able to complete their work according to the predetermined deadline. In the context of government organizations, especially those that focus on managing the human resources of apparatus such as the Regional Civil Service Agency, timeliness is a crucial aspect in ensuring the smooth running of administrative processes, personnel services, and the implementation of regional strategic policies.

Leadership style in the quality of work with punctuality in this study tends to lead to a transformational leadership style, which is characterized by the leader's ability to motivate, build commitment, and create a clear work vision to his subordinates. Leaders who are able to establish open communication, provide direction systematically, and set realistic and measurable performance expectations have been proven to encourage increased time discipline and employee responsibility.

In addition, a consistent leadership style in providing feedback, rewards for performance, and constructive reprimands for work delays also creates a productive and competitive work climate. In this situation, employees feel valued and cared for, so they are encouraged to improve performance, especially in completing work on time.

Empirically, data show that work units with a high level of leadership style characterized by leadership involvement in directing and accompanying staff have better punctuality achievement rates than units led with a passive or authoritarian leadership approach. This proves that the influence of leadership style is not only symbolic, but has a real impact on employee work behavior in the context of time efficiency.

Work Stress on Work Quality

The results of this study analysis test show that work stress variables have a negative and significant effect on the quality of work of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that any increase in work stress will reduce the quality of employees' work. This is in line with several researches by Wirabuana *et al* (2023) which explain that work stress has a negative and significant effect on performance quality.

From the results of the respondents' answers and supported by the assessment *of the highest loading factor* from the variable indicator of work stress, namely X2.1 with a value of 0.901 on emotional fatigue, have an adequate and supportive work atmosphere so that there are no emotional demands at work. Emotional fatigue is one of the main dimensions in work stress that reflects a condition where employees feel psychologically drained due to continuous workload, time demands, and pressure from the work environment. This condition is often characterized by the appearance of feelings of fatigue, loss of morale, and decreased internal motivation, which ultimately has an impact on how employees carry out their duties and responsibilities workload pressure, tight time demands, or role conflicts at work can reduce employee morale. High work stress tends to drain physical and mental energy, thereby reducing the intrinsic drive to work optimally. Based on the results of the indicator analysis, it is known that high workload is the most dominant source of work stress. Employees of the Regional Civil Service Agency consider that when work is too dense without adequate breaks, it has a direct impact on the decrease in enthusiasm and enthusiasm to complete tasks well.

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Motivation for Work Quality

The results of this research analysis test show that motivation variables have a positive and significant effect on the quality of work of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that the higher the motivation of employees, the better the results of the work quality of the employees. This is in line with several studies by Ahmed & Alsaqqaf (2022), Mangkona et al (2020), Hastuti et al (2024) and (Bari et al (2023) which explain that motivation has a positive and significant influence on performance quality. From the results of the respondents' answers and supported by the assessment *of the highest loading factor* of the motivation variable indicator, namely Y1.2 with a value of 0.941 in employee job satisfaction, which tends to be high because various important aspects such as compensation, work atmosphere, social interaction, and career development opportunities are optimally managed by the East Kalimantan Provincial Regional Civil Service Agency organization, showing that the organization has been able to manage these factors motivation booster quite well. Employee motivation is formed from a combination of various important aspects, such as awarding, clarity of career path, conducive work atmosphere, and self-development opportunities facilitated by the organization.

These findings emphasize that meeting basic needs to self-actualization in the work environment is the main key in forming high motivation which ultimately has a positive impact on work quality. Overall, high work motivation has proven to be the main driver of the creation of superior work quality. Organizations that are able to manage motivational factors effectively will benefit from increased productivity, job satisfaction, and better employee retention. Therefore, the results of this study provide implications for the Regional Civil Service Agency of East Kalimantan Province to continue to strengthen internal policies in managing employee motivation as a strategy to improve overall organizational performance.

Motivation Mediates Leadership Style on Work Quality

The results of this research analysis test show that motivation variables are able to mediate leadership style that can have a positive and significant effect on the quality of work of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that the higher the motivation of employees, the better the leadership style will be and produce good quality of work in employees. An effective leadership style is shown by the leader's ability to provide clear direction, establish open communication, set an example, and be able to create a positive work atmosphere are important factors that can generate work motivation. When employees feel cared for, supported, and involved in the work process, they will be encouraged to work more passionately, responsibly, and productively.

Increased motivation then encourages the formation of better work quality, characterized by timely completion of tasks, accuracy of work results, efficiency in the use of resources, and the ability to adapt to organizational demands. In this case, motivation is a psychological bridge that connects leadership style with improving employee work performance. Leaders who are able to adjust their leadership style according to the needs and characteristics of employees will be able to motivate employees to achieve organizational goals. In this context, an adaptive and supportive leadership style will create high internal motivation, which ultimately improves the quality of work.

Motivation Mediates Work Stress on Work Quality

The results of this research analysis test show that motivation variables are able to mediate work stress which can have a positive and significant effect on the quality of work of employees of the Regional Civil Service Agency of East Kalimantan Province. This means that the higher the motivation of employees, the better the work stress will be according to the limits and produce good work quality in employees. Work stress is often associated with negative impacts on performance, such as fatigue, decreased concentration, and decreased productivity. However, in the context of this study, work stress actually has a positive impact on work quality when mediated by high work motivation. This means that the stress faced by employees can turn into constructive work encouragement because employees have a strong motivation to complete tasks and achieve organizational targets. Employees who face work pressure with high morale tend to make stress a challenge that must be overcome, not an obstacle. They are encouraged to work more focused, improve discipline, and strive to achieve optimal work

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results. In this case, work motivation serves as a psychological force that directs stress energy to better work productivity.

Motivation as a mediator is formed through employees' positive perceptions of various organizational factors, such as appreciation, a sense of belonging, clarity of goals, and opportunities for self-development. When employees feel that their efforts and work pressure are rewarded and supported by the organization, work stress will encourage them to work harder and more qualitatively. These findings are in line with the concept of Eustress, which is a type of positive stress that can improve individual performance. In this theory, stress to a certain extent and in a supportive context can actually increase focus, creativity, and productivity. The role of motivation in this context is to determine whether the stress faced will have a positive impact or be destructive.

CONCLUSION

Leadership style was found to have a positive and significant effect on motivation and work quality, with communicative, participatory, confident, and firm leaders improving employee morale and performance. While moderate stress could increase productivity, excessive stress reduced motivation and psychological well-being, highlighting the need for effective stress management. Motivation acted as a key mediator, linking leadership style and stress to work quality, and was strongly associated with job satisfaction, supportive work environments, and career development opportunities. Overall, work quality depended on the synergy between effective leadership, proper stress management, and sustained motivation, with time discipline and commitment to targets serving as critical measures of success in BKD East Kalimantan Province. Future research should explore additional moderating factors, such as organizational culture and technological adaptation, to better understand their impact on leadership effectiveness and employee performance.

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