



## Leadership Style, Work Motivation, Work Stress, and Employee Performance: A Case Study of a Hospital

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### ABSTRACT

**Introduction/Main Objectives:** Employees are tools for achieving corporate objectives. Employees must be able to view, monitor, and comprehend the condition given the importance of leadership in the workplace. The management of human resources in medical industry is expected to enhance their job to achieve the goals, but the reality revealed their attempts fall far of what is requested for sustaining it. **Background Problems:** Using scientific means, the researchers attempted to answer the following research questions, namely: 1) Does leadership style have a significant impact on employee performance at the hospital industry? 2) Does work motivation have a significant impact on employee performance at the hospital industry? 3) Does job stress have a significant effect on employee performance at the hospital industry? **Novelty:** This research was conducted in contextual (implementation of leadership style, work motivation and work stress in hospital industry). In addition, the results contribute to demonstrate how closely related the two lines of inquiry are. **Research Methods:** The survey consists of questionnaires, interviews, and observations of the target sample. Data were analyzed using descriptive analysis and multiple regression analysis. **Finding/Results:** Employee success is significantly impacted by a leader's approach in medical industry. Employee success benefits positively from work drive, and job stress has a substantial effect on employee success. Overall, at same time a leadership styles, motivation and occupational stress has a favorable and impact important influence work in a hospital of hospital industry. **Conclusion:** Whatever leadership style a leader chooses, they must be mindful of the behavior of their work and relationships. There are several limitations to this latest study. Future researchers may therefore apply different leadership styles to different situations.

## 1. Introduction

Human resources are the most important assets of a business or organization as they play an important role in ensuring compliance with policies and procedures. The presence of human resources keeps organizations on track because organizations need to be brave in the face of competition and competition in the face of change and competition. Human resources are a combination of knowledge, skills, innovation, and leadership that contribute to creating value for performance (Dessler, 2025).

The challenge is how to create the best actors. Effective employee performance is one of the goals of organizations to achieve peak performance. There are many steps organizations can take to improve employee performance. Gibsons et al (2017) states that there are three factors that influence employee performance: 1) Personal factors: one's abilities, skills, family history, work history, social status, and demographics. 2) Psychological factors: perception, role, attitude, personality, motivation, and job satisfaction; and work stress; 3) Organizational elements: organizational structure, job design, leadership, and reward systems.

Leadership is the ability to influence a group towards achieving goals (Robbins, 2015, p. 432). In accordance with this perspective, every individual in a group or organization functions as a single entity. Leadership is the capacity to persuade individuals to participate in tasks or activities that will help the group or organization accomplish its or its members' objectives. (Nawawi, 2012).

Leadership development is a wise investment that must be made if leaders are to have a significant influence on other

people, groups, and organizations. (Kouzes & Posner, 2007, p. 416). In other words, only when leaders use effective leadership techniques, can they effectively manage their employees. A leader's pattern of conduct when persuading and interacting with employees is known as their leadership style. In more precise terms, it implies that a leadership style involves an effort to persuade subordinates through dialogue in order to accomplish corporate objectives. Additionally, effective communication leads to the development of a participatory leadership style where workers take on leadership roles and are given the responsibility for them as a result of positive relationships between the various parties involved.

Besides leadership, the support to show good work also comes from motivation. Motivation is not only material, but can also be obtained through the support or gifts of the leader. (Handoko, 2015), motivation is a person's desire or interest that motivates a person to act. Handoko also pointed out that motivation has three interrelated components: desire, motivation, and purpose.

Motivation is related to the phenomenon of enjoying doing something to achieve a goal because everything changes based on motivation. There is a connection between motivation, conduct, objectives, and success. Motivation stems from need, so action is ultimately directed toward achieving specific goals, known as employee action (Robbins, 2013). Therefore, the motivation that leaders give to employees, the best performance will be created by the employees themselves. People must be able to continue working in order to accomplish the objectives.

In addition to leadership and encouragement, workplace stress can have

an impact on workers' success. Stress at work that members or individual members can cause poor and inefficient work, as well as conflict. Stressful work exhausts body and mind. A depressive state is often characterized by the demands of the environment exceeding the individual's ability to respond (Nawawi, 2012, p. 342). The effects of workplace stress can be both beneficial and harmful to employees. Good benefits can motivate employees to complete the job as they can with satisfaction, but it will affect employees if they cannot overcome their anxiety. The risk of stress stems from the state of physical, emotional, and mental disorders that result from long-term participation in stressful situations. This process occurs gradually, cumulatively, and progressively. Therefore, immediate attention should be given to address the negative performance impact.

Hospital is an important part of society with medical services for those who need medical assistance, treatment, and care. Hospital is a basic medical service organization specialist that provides medical support services, installation services, and a company with special characteristics that focus on outpatient and inpatient care and treatment. Moreover, hospitals are unique and have complex organizations because they are labor-intensive organizations and have specific characteristics which work in creating medical services.

The management of human resources in a hospital is the main topic of this study. Among several regional public hospitals, the studied hospital is the only 'A' accredited hospital by Minister of Health and is designated as a top referral hospital. The facility has a sizable team to assist with daily operations, with numerous specialists and subspecialists. The hospital demands

continuous improvement from its staff in order to fulfill its vision and purpose. Unfortunately, a phenomenon shows that the work of workers is not sufficient to support the hospital systems. The HRD staff survey revealed that the performance of the staff in this institution is still subpar. This is because the employees who serve patients lack agility and quickness.

Interviews with sick patients produced similar findings. About 30 visitors complained that the hospital's emergency reaction is frequently inadequate and tardy, which makes them unhappy with the hospital's services. As an illustration, a patient who calls must wait three minutes before dialing a nurse. Sometimes the shift needs to be communicated to the nurse or hospital personnel by the patient's family members as well. Many patients are impacted by this and choose to transfer their families to another hospital for better treatment.

Many reports of poor employee performance are due to several factors. Among them are the leadership practices. Through interviews, managers understand how to engage staff in decision-making and problem-solving. However, leadership is known to be less involved in planned management or non-management processes in the hospital. Therefore, managers are not quite good at recognizing employees by name. As a result, the workforce feels disrespected by the authority, which also irritates them.

Employee enthusiasm has also been known to decrease along with indications of leadership. Employees acknowledge that their lack of educational motivation prevents them from being inspired to work. This means that hospitals do not support the development of new skills for their

employees. Doctors, nurses, and other medical personnel are the only ones who can receive intensive training or consultation; originally, staff is only taught the work standard. When a manager or supervisor makes a mistake or writes a complaint directly from a known patient, the staff will be trained.

On the other hand, the work performance index depends on the work stress of the employees. Increased workload due to multiple tasks not being completed on time can lead to stress or anxiety among employees. The implication is that when researchers ask employees about the accomplishments, they have made working with them, they say they are unmotivated or forgetful about trying to achieve the accomplishment. Compared to the competition, employees focus on performing tasks to complete tasks. Therefore, hospital workers are often less friendly due to their stress and want to get a job right away, even if they are good at work.

Taking into account of the hospital's urgency for recovery of patients being treated and the number of medical services that must be completed immediately, of course the public requires responsive and appropriate performance (Pettersen, Nyland and Robbins, 2020). However, in several sections related to performance of hospital practitioners, the results were the opposite. As the consequence of encouragement from various situation such as leadership style, work stress, and motivation, it makes them display performance that tends to be far from the standard procedure. Although, their role is closely related to the life and death of a patient (Nartey, Aboagye-Otchere and Yaw Simpson, 2020).

According to research, there is a connection between workplace stress,

motivation at work, leadership, and staff success. Research findings are not distinct based on the research's objects. First, the study conducted by Hidayat, Panjaitan & Hayi (2022); Ariyati & Mahendra (2019) who discovered that the study variables had a substantial impact both partly and concurrently. Job stress is the strongest influencing factor and there is no difference for employees.

Similar research exploring how stress, motivation, and leadership affect workers' success in service groups, is Leatemia (2022); and Sari, Titisari & Istiatin (2021). The findings of both studies support the notion that the changes examined in the research have an important and favorable effect on leadership, motivation work and job performance. The findings of this investigation are consistent with those of Wahyuningsih, Spetjipto, Restuningdiah & Syihabudhin (2021); Herman, Rony, & Syarief (2022); Simanjorang & Wahyanti (2021); Indrianto, Syaharudin & Nurhardjo (2022); Trianingrat & Supartha (2020). This suggests that the employee's attitude is one of the factors that determines whether their work is successful by increasing motivation to maximize job performance. Therefore, to improve medical staff efficiency, researchers want to learn more about leadership style, motivational work, and workplace stress.

Good human resource management is a crucial step to achieve company goals (Mondy, 2010). A hospital with a large scale and a good reputation requests the firm enforcement of implementing human resource management. Many factors are examined to determine the extent to which certain factor affects the others, including how employee performance is reflected through leadership style, work motivation, and work stress. The findings from this

research model clarify the picture of that idea, whether the concept that has been designed and the empirical studies that have been carried out go hand-in-hand or are opposite when faced with a hospital situation where health practitioners and patients are racing against each other to achieve recovery in a health service.

## 2. Literature Review

Rivai (2015) believes that leadership is the process of influencing the behavior of people or groups to accomplish objectives in particular circumstances. Another view presented by Mondy (2008) contends that the act of leading is the process of persuading people to act in a certain way. Leadership is a very important factor in driving and influencing organizational presentations.

According to Thoha (2017), leadership styles are the different patterns of behavior that leaders prefer in the process of directs and influences their employees. Leadership style is the qualities, habits, temperaments, character traits, and character traits that characterize a leader in his relationships with others (Kartono & Kartini, 2014). According to this idea, there are two different kinds of leadership styles, namely job-oriented and employee-oriented leadership style.

In the task-oriented style, a task-oriented leader personally directs and supervises without subordination interference so that duties are completed properly as planned. Leaders with this style are more concerned with getting the job done than with developing and growing employees. Meanwhile, employee-oriented leaders try to encourage subordinates more than watching them.

According to Nawawi (2012, p. 145), democratic leadership puts human beings as the most important factor at the foundation

of leadership and prioritizes the relationship orientation between organizational members. The democratic philosophy that underlies the views of these types and all leadership styles is the recognition and acceptance that human beings are creatures who has the same degree of noble dignity and human rights.

Motivation asks how one directs one's strength and potential to achieve a specific goal (Hasibuan, 2017, p. 141). Basically, a person works to meet his or her basic needs. Human behavior tends to be religious in the workplace because people and their needs are different from others.

According to Robbins (2015), motivation is the readiness to work extremely hard to meet group objectives and is determined of the effort's ability a gathering the needs of specific individuals. According to Wibowo (2017), motivation is the facilitation of a set of human action processes to achieve a goal.

Stress is a response to a different need, threat, or stressor that can alter one's behavior and emotional state. Stress can cause physical and emotional changes. Fahmi (2017) states that anxiety is a disease that causes stress on the person's body and mind beyond the limits of their abilities, so if left untreated, it will affect health. Anxiety does not just happen, but emotional anxiety happens, so it often follows the situation that affects the person's mind, and the situation is beyond the person's capacity, and this state suppresses the soul.

In light of what has been said above, it can be said that the strain at work that occurs when employees are faced with opportunities and challenges can cause tension and change in behavior. Job stress can also cause emotional changes, affect physical and psychological imbalances,

thought processes, and can influence how well employees are.

Employee performance is influenced by effective leadership styles (Siagian, 2018). This is supported by research results from Cherian, Gaikar & Paul (2022) and Agarwal (2019), showing that leadership has an impact on the organization or company performance. This shows that leadership affects employees. Managers must teach workers to enhance their ability to execute their tasks well and responsibilities. These outcomes are also based on a study by Hakim, Faizah & Mas'adah (2021); Oktaviana, Dewi & Pariasa (2022). Performance can be affected by the style of the leader. Leaders can direct or guide employees to improve their work. Then the hypothesis proposed:

*Hypothesis 1.* Leadership style has a positive and significant effect on performance.

Motivation is the encouragement or enthusiasm that makes a person have certain standards and goals reached. A previous research showed that work motivation significantly affects employee performance (Afrizal, 2015). The research results are supported by the research of Hakim, Faizah, & Nujulah (2021); Majid, Hakim, & Assadam (2021); Mona & Kurniawan (2022); K & Ranjit (2022); Ezerdi, Wang, Rofcanin & Las Heras (2022); and Lin (2021) stated that motivation is a drive made to performance by companies to improve performance. Following is the hypothesis:

*Hypothesis 2.* Work motivation has a positive and significant effect on performance.

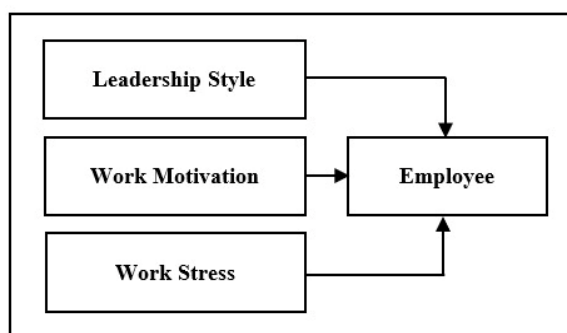
When an individual is under pressure at work, it can lead to physical and emotional

imbalances that impair their thinking and overall health. In this instance, the pressure is brought on by the workplace setting (Rivai, 2014, p. 412). Research conducted by Junça Silva Lopes (2021); Riana, Nurak, Rihayana (2022); Chowhan & Pike (2022) and Gautam & Gautam (2022) and Su & Baird (2023) demonstrate that employees work better when under more duress. On the other hand, it might result in a decline in efficiency. Following is the hypothesis proposed:

*Hypothesis 3.* Work stress has a positive and significant effect on performance.

To represent leadership style, we produced a hypothetical study model, work motivation and work stress, based on a literature review. According to Sugiyono (2018), a conceptual model of how theory pertains to different elements thought to be important is what conceptual study is. Therefore, conceptual study is a knowledge that supports the fundamental understanding and serves as its basis at fundamental research thoughts and processes that must be done. The accompanying figure illustrates the conceptual architecture of the study model:

**Figure 1.** Research Model



### 3. Method, Data, and Analysis

This type of research is a survey. A survey is a process where a questionnaire is provided by the expert. Observers record

samples to describe attitudes, opinions, behaviors, and characteristics of respondents (Ferdinand, 2014). This research is categorized as a quantitative study, and it collects data through a questionnaire.

The questionnaire assesses leadership style using the theoretical model from University of Michigan studies to measure leadership. A study used the entire sample by estimating that the maximum number of employees at the hospital in practice is 30. When there are 100 or more people in the community, it is recommended to choose 25% to 30% of the total number of people. You need to figure out the number if there are fewer than 100 individuals (Arikunto, 2017).

Descriptive analysis is a technique used in data analysis to characterize leadership style, motivation, stress, and employee performance gradation responses (Ghozali, 2016). Before proceeding to the main analysis, having fulfilled the validation test, reliability, and assumptions. Multiple regression was used to analyze the data after that which was done because it only used 3 independent variables (Sugiyono, 2020). In this case the independent variables are leadership style, motivation, stress, while employee performance is the dependent variable.

#### 4. Result and Discussion

To ascertain how respondents responded to the statements of the questionnaire's questions, this study's summary is used. The explanation of the results consists of: statement of the variables leadership style, work drive, and work stress.

Following table 1 informs at independent and dependent variables on the questionnaire responses. To be more reliable, these variables are divided into several

independent and dependent variables. The variable is constructed by 27 questions. Each alternative gets a weight score from 5 (strongly agree) to 1 (strongly disagree) respectively. The following inquiries regarding leaders, stress, and performance are converted to scale ranges referring to the Sugiyono's formula (2017). Thus, at results of analysis are described as follows.

**Table 1.** Descriptive of Leadership Style

Item	SA	A	N	D	SD	Descriptive Analysis	Information
	5	4	3	2	1		
Leader in problem solving (X <sub>1.1</sub> )	0	11	16	3	0	73	Low
Active leader in providing services (X <sub>1.2</sub> )	0	7	15	6	2	69	Low
Innovative leader (X <sub>1.3</sub> )	0	8	16	6	0	92	Moderate
A dynamic leader in change (X <sub>1.4</sub> )	3	14	7	2	4	100	Moderate
Leaders who have clear goals (X <sub>1.5</sub> )	0	13	16	1	0	101	Moderate
leaders who respect subordinates (X <sub>1.6</sub> )	3	12	7	4	4	96	Moderate
<b>Mean</b>						<b>88,5</b>	<b>Moderate</b>

Source: data processed, 2023

According to the scale-range analysis's findings, the leadership style has been successfully applied at the hospital in practice. This is indicated by the scale range value of 88,5 which is classified as adequate category. Scale range number of 88,5 which is categorized as adequate indicates this. These findings demonstrate that leadership that prioritizes considering principles can assess the application of leadership styles dynamic, innovation, active focus, and respect for its employee. On table 2 below, respondents answer to things that motivate them at work are distributed.

**Table 2.** Descriptive of Work Motivation

Item	SA	A	N	D	SD	Descriptive Analysis	Information
	5	4	3	2	1		
There is satisfaction for employee needs (X <sub>2.1</sub> )	5	12	11	2	0	110	High
need for a salary (X <sub>2.2</sub> )	4	12	13	1	0	109	High
satisfaction of security requirement (X <sub>2.3</sub> )	4	14	10	2	0	110	High
interaction with coworkers that is cordial (X <sub>2.4</sub> )	4	12	12	2	0	108	High
a good working connection between managers and employees (X <sub>2.5</sub> )	5	11	10	3	1	105	High
the capacity to maximize one's talents (X <sub>2.6</sub> )	3	7	9	5	6	86	Low
being able to learn new skills (X <sub>2.7</sub> )	3	7	9	5	6	86	Low
Possibility of being promoted (X <sub>2.8</sub> )	5	15	9	1	0	114	High
<b>Mean</b>						<b>103,5</b>	<b>High</b>

Source: data processed, 2023

High success is indicated by the findings of an exploratory study of the total magnitude of factors linked to work drive. High levels of motivation at work are found in a feeling of stability that supports societal growth and satisfies physiological requirements. Therefore, analysis was done by obtaining scale range scores up to 103.5 and included in the high range.

The respondents' answer distribution to the job stress statement is shown on table 3 below.

**Table 3.** Descriptive of Work Stress

Item	SA	A	N	D	SD	Descriptive Analysis	Information
	5	4	3	2	1		
energy draining after work (X <sub>3.1</sub> )	2	7	8	5	8	80	Low
inconsistent sleeping habits (X <sub>3.2</sub> )	3	11	15	1	0	106	High
Imagine that the work is going nicely (X <sub>3.3</sub> )	3	15	10	2	0	124	High
inadequate office supplies (X <sub>3.4</sub> )	1	14	10	5	0	101	Low
Very little time is spent in breaks (X <sub>3.5</sub> )	2	9	8	6	5	87	Low
having frequent fantasies about leaving their jobs (X <sub>3.6</sub> )	3	12	11	3	1	103	High
Putting too much work on other staff (X <sub>3.7</sub> )	3	9	13	4	0	98	Low
forgetting your most recent professional achievement (X <sub>3.8</sub> )	3	15	8	3	1	106	High
<b>Mean</b>						<b>100,6</b>	<b>High</b>

Source: data processed, 2023

Findings scale range analysis of the work stress variable yielded that indicated there was work pressure. Consequently, the employee's physical or emotional stress levels which have an impact on their working circumstances. This analysis was carried out by obtaining the scale range score of 100,6 and placing it in higher range.

The summary of analysis findings regarding employee performance at hospital industry are presented on the table below.

**Table 4.** Descriptive of Performance

Item	SA	A	N	D	SD	Descriptive Analysis	Information
	5	4	3	2	1		
finish your job following the procedures (Y <sub>1</sub> )	3	12	9	4	2	100	Low
well-performing task even when unsupervised (Y <sub>2</sub> )	6	13	9	2	0	113	High
the task is finished within the allotted time (Y <sub>3</sub> )	5	10	11	1	3	103	High
Completion of work is done with tools (Y <sub>4</sub> )	4	14	8	2	2	106	High
Work completion is done independently (Y <sub>5</sub> )	5	15	9	1	0	114	High
<b>Mean</b>						<b>107,2</b>	<b>High</b>

Source: data processed, 2023

A high level for performance was revealed by the findings of the comprehensive study of a variety of worker performance variables in specific metrics for



the dimensions of quality, number, and time. Getting a scale range number of 107.2 in the top group is the basis for this.

A numerous regression test is the following methodology in this research. This test explains how one or more independent factors affect the dependent variable. The IBM SPSS version 25 software was used to analyze the data. The table below provides specifics regarding how comprehensive of the document are.

**Table 5.** Tabulation of Multiple Regression

Variable	Regression Coefficient	t-count	Sign
Leadership Style (X <sub>1</sub> )	0,135	5,215	0,001
Work Motivation (X <sub>2</sub> )	0,419	6,968	0,000
Work Stress (X <sub>3</sub> )	0,158	4,064	0,001
constant			= 0,467
R-Square (R <sup>2</sup> )			= 0,749
R			= 0,866

Source: data processed, 2023

Regression equation can be written as follows based on the findings of the regression analysis:  $Y = 0,468 + 0,135X + 0,419X + 0,158X + e$  constructed on the R<sup>2</sup> coefficient of determination findings, which is 0.749. As a result, 74.9% of leadership style, motivational, and workplace stress have an impact on employee success. Other factors that are not included in the study model have an impact on the remaining 25.1%. Connection between known factors is described by the multiple correlation coefficient (R). The value in this study is 0.866. This means that all variables are closely related to their dependent variables.

According to the leadership's interpretation, problem-solving does not involve talks or disagreements. Managers frequently take unilateral action and instantly declare rules that all staff members must adhere to. This situation is consistent with what transpired in the backdrop of this

research where workers evaluated their participation in discussions or meetings low, particularly those linked to health measures or implemented policies.

The examples of the effective leadership practice as following. Firstly, leaders persist into innovations at generating brainchild and theories about prevailing policies and rule. Secondly, leaders are not easily discouraged ever-increasing change in the hospital. Leaders are highly focused on achievements objectives of leadership. Finally, leaders can also evaluate the employees they lead.

The effect of practical leadership behavior is that employees perform better. Rivai (2014) asserts that a leader's manner can motivate followers to meet corporate objectives. The findings strengthen the hypothesis which indicates that leadership style significantly affects the performance hospital industry staff to a certain extent.

Furthermore, it is well known favorable correlation exists between important employee performance and style of leadership. This means leadership style and employee performance are closely correlated, meaning that greater leadership will result in higher employee performance. Leadership styles are about influencing others to do what you want by applying leadership behaviors. (Rahayu, Musadieg, & Prasetya, 2017).

The result of this study is in line with a previous study (Jaroliya and Gyanchandani, 2022). The study revealed that effective leadership has a beneficial effect on improved performance. D'Souza, Irudayasamy, and Parayitam (2022); Darawong (2021); Sané, and Abo (2021) also concluded that leadership style is related to employees' formal work motivation when leaders encourage or motivate employees to work or improve employee performance.

Jermstittiparsert (2020) also noted that the comparison between leadership style and motivation is very strong. Therefore, both prior studies and this study agree that a leader's stance can encourage improved performance.

Multiple regression study results as can be seen, employee success is significantly impacted by motivation. Handoko (2015) states that motivation greatly affects employee performance as having someone's motivation fulfilled allows that person to perform at their best. The result of the analysis result from motivational variables towards employee performance also identified positive effects and the effects were also significant. This finding suggests that greater encouragement can result in better worker efficiency.

Findings of the research are based on previously studies. Majid, Hakim & Assadam (2021); Scrimshire, Edwards, Crosby and Anderson (2023); Adiguzel, and Sonmez Cakir (2022) explained in their research that work motivation greatly influences employee performance. A moderation study from Ansari and Upadhyay (2021). It also explains that work motivation improves employee performance. A study by Ererdi, Wang, Rofcanin and Las Heras (2022); Hakim, Faizah & Nujulah (2021); Eroğlu and Kiray (2020) found that there was a fairly close relationship between work motivation and performance which suggests that encouragement has an important success impact on initiatives to enhance worker effectiveness. The findings of this research can therefore be used to corroborate those of earlier studies. Positive and negative aspects of work stress exist. The treatment of negative tension presents a delicate duty for the hospital. Heavy workloads can be

stressful and detrimental to employees. Employees work stress status is indicated by the score on the scale range containing the highest range. This means that employees feel that work requires a lot of energy. Employees often reject and imagine quitting. Not only that employees agree that they are saddled with unfinished work from other employees, but when employees work in hospitals, they often forget to clearly remember recent grades.

Given work has increased work pressure so their main focus is to complete the work. This negative increase in work stress leads to reduced employee performance. There is also a background that employees tend to forget their achievements which is also revealed in the questionnaire distribution results. According to the findings of the multiple linear regression analysis, the third hypothesis of this research is confirmed. This indicates that pressure at work can have an impact on workers' efficiency. Employee morale can be raised by managing job tension effectively. Thus, it is clear that job stress has a substantial and advantageous impact on employees' performance.

Many viewpoints and pieces of research back the discovery of this study. Rivai (2015) states that stress creates physical and psychological imbalances in the employees which affects their emotions and conditions. Research conducted by Bonache and Smith (2023); Riana, Nurak and Rihayana (2022) found that high work pressure can negatively impact the productivity of departed workers. Research by Gautam and Gautam (2022); Chowhan and Pike (2022); Junça Silva and Lopes (2021) showed that work stress partially affects a worker's achievement.

Leadership style, motivation, and job tension are among the variables that have been linked to performance decrease (Chak,

Carminati, and Wilderom, 2022). A decrease in performance has been shown to be due to the work quality of employees who are perceived as less flexible and do not respect time-use patterns that are perceived as less productive.

The scale range of the findings diverge marginally from those in the foreground to background of the survey. The outputs of the scale analysis based on employees' answers to questions about employee performance have high work performance levels. This distinction demonstrates even more careful review is required in terms about implementing success of employees because of managers and HR appraisals tend to underestimate employee performance and employees who have shown excellent performance to date.

## 5. Conclusion and Suggestion

Based on the discussion of research findings on how employee success is affected by leadership styles, job motivation, and work stress at the hospital in practice the inferences that can be made are as following.

Employee success is significantly impacted by a leader's approach in hospital industry. Employee success benefits greatly and positively from work drive, and job stress has a favorable and substantial effect on employee success. At the same time, the leadership styles, motivation, and occupational stress has a favorable and important influence work in medical industry.

Other than that, this study has some limitations that affect the interpreted of the discovery. First, the small and easily accessible sample size is an obstacle to obtaining a representative population distribution which can generalize the results. Agents or employee themselves deny access to large target samples. Second, theoretical and practical differences of how leading style affects performance, work motivation and work stress. Inevitable information conflicts among subjects, that said management and employees show different experiences and emotions at certain times. Cultural bias and other forms of bias are some of the unexpected challenges that can arise during the research process. This study is based on examples of different leadership styles to motivate and exert pressure on employees. Each profile allows you to interpret the style differently share the order or direction with positive and negative characteristics.

It is anticipated that future researchers who are interested in the University of Michigan Studies theory and its growth will be inspired by the absence of such a study. Further studies could include different variables, such as transformational, democratic, authoritarian, laissez-faire, compensation, workload, competency, Hersey and Blanchard, etc. University of Michigan Studies theory may in contrast to the study being done now. Therefore, upcoming experts can submit unified findings relevant to leadership style, work motivation, job stress and employee performance.

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