

ABSTRACT

The presence of Generation Z in the workplace introduces new dynamics in human resource management. This generation is often characterized by a strong orientation toward meaningful work, work–life balance, flexibility, and a close connection with technology. In organizational contexts, particularly in the banking sector such as BRI Cibinong Branch, understanding these characteristics becomes essential to maintain employee motivation and performance. Internal data show a 17% increase in overtime hours from 2023 to 2024, accompanied by a 33% rise in resignation among Gen Z employees during the same period. This study aims to examine the influence of workload and leadership style on work motivation and its implications for employee performance. Quantitative findings indicate that both workload and leadership style significantly affect work motivation, while motivation itself plays an important role in improving employee performance and acts as a mediating variable in these relationships. Qualitative findings further reveal that Gen Z employees tend to accept higher workloads and overtime when supported by clear planning, structured task distribution, and fair compensation. Therefore, balanced workload management and adaptive leadership styles are essential to sustain motivation and support long-term employee performance.

Keywords: *Generation Z, Leadership style, Work motivation, Workload*

