JEMSI: Jurnal Ekonomi Manajemen Sistem Informasi
E-ISSN: 2686-5238
P-ISSN: 2686-4916
https://dinastirev.org/JEMSI dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/jemsi.v7i1
https://creativecommons.org/licenses/by/4.0/
Received: 20 September 2025 | **Revised:** 30 September 2025 | **Accepted:** 20 Oktober 2025

The Effect of Motivation and Leadership on Employee Job Satisfaction in Improving Employee Performance PT. Artha Valasindo Mandiri (AVM)

Desy Natalia Gushendra[1], Iwan Kurniawan Subagja[2], Hary Indratjahyo[3]
[1]Universitas Krisnadwipayana, Jakarta, Indonesia, deasy_natalia2@yahoo.co.id
[2]Universitas Krisnadwipayana, Jakarta, Indonesia, iwankurniawan@unkris.ac.id
[3]Universitas Krisnadwipayana, Jakarta, Indonesia, haryindratjahyo@unkris.ac.id

Corresponding Author: deasy_natalia2@yahoo.co.id

Abstract: This study aims to: 1) determine and analyze the effect of motivation on job satisfaction, 2) determine and analyze the effect of leadership on job satisfaction, 3) determine and analyze the effect of motivation on employee performance, 4) determine and analyze the effect of leadership on employee performance, 5) determine and analyze the effect of job satisfaction on employee performance, 6) determine and analyze the effect of motivation on employee performance through job satisfaction, and 7) determine and analyze the effect of job satisfaction on employee performance through job satisfaction. The study was conducted at PT. Artha Valasindo Mandiri (AVM), with a research sample of 50 respondents. The sampling technique used was saturated. The data analysis method uses descriptive analysis and path analysis. The results of the study indicate that: 1) there is an influence of motivation on job satisfaction, 2) there is an influence of leadership on job satisfaction, 3) there is an influence of motivation on employee performance, 4) there is an influence of leadership on employee performance, 5) there is an influence of job satisfaction on employee performance, 6) there is an influence of motivation on employee performance through job satisfaction, and 7) there is no influence of job satisfaction on employee performance through job satisfaction.

Keywords: Motivation, Leadership, Job satisfaction, Employee Performance.

INTRODUCTION

The purpose of a company is to maximize profits to increase shareholder wealth. Therefore, companies are required to maintain high productivity and high quality. In addition to capital, facilities and infrastructure, technology, and applicable regulations, companies or organizations require quality resources. Quality human resources will contribute significantly to the company. With today's competitive landscape, many companies are vying for profits and growth, requiring high-quality human resources.

Human resources (HR) plays a crucial role in a company or organization. Therefore, HR requires special attention to identify HR indicators that influence high-quality employee performance. These HR indicators include job satisfaction, work discipline, leadership,

performance, training, education, motivation, work environment, job training, recruitment, and organizational commitment. Furthermore, the level of knowledge and skills can impact a company's ability to increase productivity. Knowledge and skills are values that need to be communicated to all employees so they recognize their skilled workforce, which is essential for the company's progress.

PT. Artha Valsindo Mandiri (AVM) is a company engaged in foreign exchange services that accepts purchase and sale transactions in the form of banknotes of various currencies throughout the country. As a Money Changer that has been established since 2011 and has already obtained a license from Bank Indonesia with NIU: 23/25 / KEP.GBI / JKT / 2021, PT Artha Valasindo Mandiri is also a company that is growing, with 4 branches in Jabodetabek. Therefore, human resources are an important asset in the company, in this case, PT. Artha Valasindo Mandiri (AVM) must improve HR effectively and efficiently so that optimal performance is created to achieve goals such as gaining profits. The company must be able to create situations and conditions that encourage employees to develop their abilities and skills optimally. Thus, researchers want to determine whether or not there is an influence of motivation and leadership on job satisfaction in improving employee performance at PT. Artha Valasindo Mandiri (AVM).

The researcher used motivation and leadership as independent variables, job satisfaction as a mediating variable, and employee performance as the dependent variable. The variables of motivation, leadership, job satisfaction, and performance are more suitable for research in the company. These variables still face internal problems, such as: Leadership appears to prioritize the results of achieving work targets over the process undertaken by three employees in meeting them. Motivation has not yet reached every employee, as motivation has been applied to new employees; low employee motivation, passion for their field of work, and a tendency for employee performance to decline; these are closely related to employee motivation and job satisfaction. Improving employee performance will bring progress to the company, enabling it to survive in an unstable business environment. Performance is the comparison of employee work results with predetermined standards. Therefore, efforts to improve employee performance represent a serious management challenge, as the success of achieving a company's vision and mission depends on the quality of the performance of its human resources.

Varma (2017) found in his research that employee job satisfaction and motivation are studied not only to address employee turnover but also to address other negative impacts of dissatisfaction, such as absenteeism, low performance, low morale, low team contribution, poor coordination, and a lack of orientation toward organizational goals. This can impact an organization's ability to compete in a highly competitive business environment.

Job satisfaction is an employee's assessment, feelings, or attitude toward their job and relates to the work environment, relationships with coworkers, social relationships in the workplace, and so on. Needs are a crucial factor in motivating employees, as humans naturally possess a variety of primary and secondary needs. Research by N. Iman (2018) found that job satisfaction and motivation influence employee performance. However, job satisfaction did not significantly influence work motivation. Ultimately, the study demonstrated that work motivation and job satisfaction mediate the relationship between leadership and employee performance.

Motivation is an internal drive that underlies a person's work ethic or directs their behavior. Companies or organizations need highly motivated human resources to deliver high performance and achieve high levels of achievement. Work motivation can improve employee job satisfaction and performance. Research by Rivaldo, Ratnasari (2020); Qomariah et al. (2022), and Adam et al. (2021) found that work motivation can improve employee job satisfaction and performance.

Leadership is the most crucial role within an organization or company because it influences the organization's success in achieving its goals. The success of an organization as a

whole or in part depends heavily on the quality of leadership, as a leader has the power to direct employees to perform tasks to achieve company goals. Therefore, companies need leaders who can inspire, motivate, and mobilize their members effectively and efficiently toward company goals. Nur Iman (2018) stated in his research that leadership significantly influences employee job satisfaction, motivation, and performance. However, research by Rivaldo et al. (2020) showed that leadership does not directly influence job satisfaction. Motivation does influence job satisfaction. Leadership, motivation, and job satisfaction all have a direct and significant impact on employee performance. Joseph-Armstrong's (2023) research showed a significant relationship between leadership and work motivation, as well as between leadership and employee performance.

Based on observations, several factors indicated as problems have been identified, including: suboptimal employee performance in carrying out tasks and achieving work results, low job satisfaction seen from rewards or recognition for employee performance based on their abilities and successes, the implementation of motivation programs that have not yet reached every employee, leaders seem to prioritize the results of achieving work targets rather than the process carried out by employees and how employees meet their work targets, the implementation of motivation in the company is still low, the provision of compensation has not had an impact on increasing employee job satisfaction, the still low desire of employees to advance their education to a higher level, the still low employee love for their field of work, the still weak supervision in this organization that has not been able to improve employee performance, and employee discipline regarding compliance with work guidelines and applicable regulations is still low.

Employee Performance

Employee performance is the results achieved by an employee in their work according to specific criteria applicable to a particular job. According to Robbins (2016), employee performance is a function of the interaction between ability and motivation. In the study of employee performance management, there are important considerations because the individual performance of an employee within an organization is part of the organization's performance and can determine the organization's performance. The success or failure of an organization's employee performance will be influenced by the level of performance of both individual and group employees.

Performance is an organizational behavior directly related to the production of goods or the delivery of services. Performance is often thought of as task accomplishment, where the term "task" itself originates from the concept of the activities required of workers (Gibson, 1997). Yukl (1998) uses the term proficiency, which has a broader meaning. Performance encompasses aspects of effort, loyalty, potential, leadership, and work ethic. Proficiency is viewed from three perspectives: the behaviors a person exhibits at work, the actual results or outcomes achieved by the employee, and assessments of factors such as motivation, commitment, initiative, leadership potential, and work morale. Gibson (1997) defines performance as the results of work related to organizational goals, such as quality, efficiency, and other effectiveness criteria.

Performance reflects how well and precisely an individual fulfills job demands. Based on the definitions above, performance is viewed as both qualitative and quantitative. The success or failure of an organization's performance is influenced by the level of individual and group employee performance. Performance is measured using instruments developed in studies that rely on general performance measures, then translated into fundamental behavioral assessments that can encompass various aspects, including quantity of work, quality of work, opinions or statements expressed, decisions made in carrying out work, and job descriptions.

Several indicators can be used as a reference in assessing employees. According to Guritno and Waridin (2005), employee performance indicators are as follows:

1. Ability to achieve work targets
2. Able to complete work on time
3. Able to create innovation in completing work
4. Able to create creativity in completing work
5. Able to minimize work errors

Job Satisfaction

A person with high job satisfaction will display a positive attitude toward their job, while someone who is dissatisfied will display a negative attitude toward the job itself (Robbins, 2016). According to George and Jones (2002), job satisfaction is an employee's feelings about their current workplace conditions. Furthermore, according to Church (1997), job satisfaction is the result of various attitudes held by an employee.

Vroom (1964), as cited in Luthans (2005), describes job satisfaction as a positive attitude toward one's work. Research evidence on job satisfaction can be divided into several categories, such as leadership, psychological needs, rewards for effort, management ideology and values, job design factors, and work content.

Furthermore, according to Locke (1976), as cited in Luthans (2005), job satisfaction is a positive and pleasurable emotional state resulting from the evaluation of work or work experiences. Locke identified nine job dimensions, expanding on previous research and contributing significantly to job satisfaction: the work itself, pay, promotion, recognition, benefits, working conditions, supervision, coworkers, and the company (management).

According to Luthans (2005), job satisfaction is the result of employees' perceptions of how well their work delivers on what they consider important. For example, if organizational members feel they work harder than others in the department but receive less recognition, they may have a negative attitude toward their work, their leaders, and/or their coworkers. This leaves them dissatisfied. Conversely, if they feel they are treated well and paid fairly, they may have a positive attitude toward their work. This leaves them satisfied. Luthans (2005) further categorizes job dimensions related to job satisfaction as the work itself, pay, promotion opportunities, supervision, working conditions, and coworkers.

Several indicators are used to determine the level of job satisfaction experienced by employees. According to Marihot (2002), job satisfaction indicators include:

1. Salary
2. The Work Itself
3. Co-workers
4. Superiors
5. Promotions
6. Work Environment

Motivation

Motivation is also defined as a resource force that drives and controls human behavior. Motivation is an effort that can encourage someone to take a desired action, while a motive is the driving force that drives someone to act. The term motivation comes from the Latin word "movere," meaning to move or set in motion. This is because a person's behavior tends to be goal-oriented and driven by the desire to achieve a specific goal.

Motivation is an individual's willingness to exert high levels of effort to achieve organizational goals (Robbins, 2016). In the work context, motivation is a crucial factor in motivating employees to work. There are three key elements in motivation: effort, organizational goals, and needs.

According to Sedarmayanti (2017), motivation is the force that drives someone to take action or not, which essentially exists internally and externally, both positive and negative. Robbins (2016) states that motivation is a process that causes something (intensity), direction,

and continuous effort (persistence) in individuals to achieve goals. Ivanko (in Yusuf, 2018) defines motivation as a person's desire directed toward achieving a goal. Meanwhile, Sutrisno (2017) states that motivation is the drive, driving force, and willingness to work toward any goal they desire.

From the definitions of motivation by several experts above, it can be concluded that the elements of motivation are drive, direction, effort, and purpose. In an organizational context, motivation is necessary and must be present within every member of the organization because only with high motivation will employees voluntarily commit to and engage in efforts to achieve organizational goals. High employee motivation, coupled with high effort and sound direction, can accelerate the achievement of organizational goals. It should be emphasized that only high-intensity effort accompanied by high quality and proper direction will result in high employee performance or productivity.

According to Robbins (2016), the indicators used to measure work motivation are as follows:

1. Recognition
2. Social relationships
3. Life necessities
4. Success at work

METHOD

Research Location and Time

The object of this research was PT. Artha Valasindo Mandiri, located at Jl. Taman Galaxy Raya, Block H No. 9, Taman Galaxy, West Bekasi, 17112. The research period was five months, from January 2025 to May 2025.

Population and Sample

According to Sugiyono (2019), a sample is a subset of a population. The population in this study was 50 employees working at PT. Artha Valasindo Mandiri. The sample is a subset of the number and characteristics of the population. The sampling method used in this study was saturated sampling, a sampling technique where all members of the population are used as samples (Sugiyono, 2019). The sample size in this study was 50 employees from the population at PT. Artha Valasindo Mandiri. This was a saturated sampling technique.

Analysis Model

Descriptive analysis provides an overview of the mean, standard deviation, variance, maximum, minimum, sum, range, kurtosis, and skewness. Descriptive statistics are statistics used to analyze data by describing or depicting the collected data as it is, without the intention of drawing general conclusions or generalizations (Sugiyono, 2019).

Descriptive statistics analyze the collected data by calculating averages and percentages, thus describing variables such as motivation, leadership, job satisfaction, and employee performance both directly and indirectly.

Path analysis is an extension of multiple linear regression analysis, or path analysis, which uses regression analysis to estimate causal relationships between variables (causal models) that have been previously established based on theory (Bahçekapılı & Karaman, 2020). In path analysis, before conducting a research analysis, researchers first create a path diagram to present the problem in graphical form and determine the structural equations that express the relationships between the variables in the path diagram. Path diagrams can be used to calculate the direct and indirect effects of independent variables on a dependent variable (Noor, 2016).

A path diagram model is created based on the variables being studied. In this study, the variables examined were motivation (X1), leadership (X2), job satisfaction (X3), and employee performance (Y). The path analysis model used in this study can be seen in Figure 1.

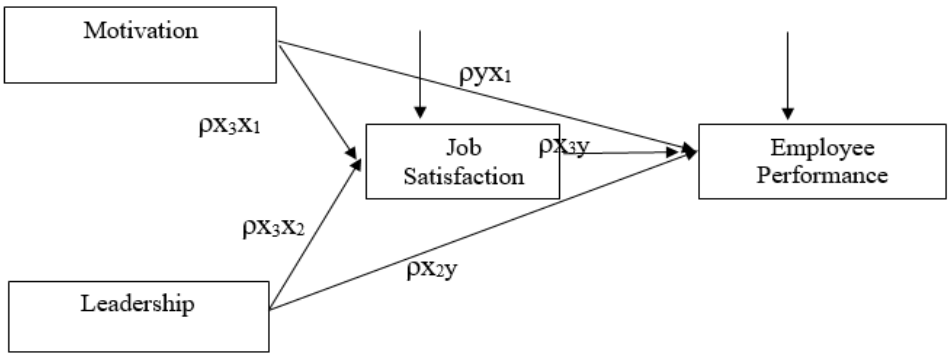

Figure 1. Equations Between Variables

RESULTS AND DISCUSSION

Path Analysis

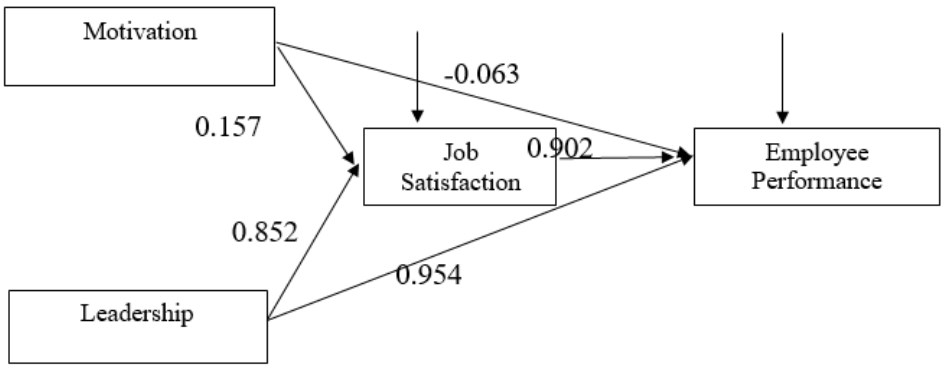

Figure 2. Path Analysis Model

Hypothesis Testing

Table 1. Hypothesis Test Results

Hip	Variable			Regression Coefficient				
	Exogenous	Mediation	Endogenous	Direct	Indirect	Total	t-value	Sig-value
H1	Motivation	Job Satisfaction	-	0.157	-	-	18.340	0.000
H2	Leadership	Job Satisfaction	-	0.852	-	-	72.381	0.000
H3	Motivation	-	Job Satisfaction	-0.063	-	-	9.512	0.000
H4	Leadership	-	Job Satisfaction	0.954	-	-	13.981	0.000
H5		Job Satisfaction	Job Satisfaction	0.902	-	-	8.111	0.000
H6	Motivation	Job Satisfaction	Job Satisfaction	-	0,157 x 0,902 = 0,142	-0,063 + 0,142 = 0,079.	-	-

H7	Leadership	Job Satisfaction	Job Satisfaction	-	0,852 x 0,902 = 0,768	0,954 + 0,768 = 1,722.	-	-

t-table = 1.677

Source: Processed primary data, 2025

Based on the path analysis results in Figure 3 and Table 4.10, the following explanation can be obtained:

1. The Effect of Motivation on Job Satisfaction
   The t-test results for the motivation variable yielded a calculated t-value of 18,340 and a t-table of 1.677. This means that the calculated t-value is greater than the t-table (18,340 > 1.677) and with a significance value of 0.000 < 0.05, meaning H0 is rejected and H1 is accepted. This concludes that motivation has a positive and significant effect on job satisfaction. Thus, the first hypothesis is tested and proven.

2. The Effect of Leadership on Job Satisfaction
   The t-test results for the leadership variable yielded a calculated t-value of 72,381 and a t-table of 1.677. This means that the calculated t-value is greater than the calculated t-value (72,381 > 1.677) and with a significance value of 0.000 ± 0.05, meaning H0 is rejected and H1 is accepted. This concludes that leadership has a positive and significant effect on job satisfaction. Thus, the second hypothesis is tested and proven.

3. The Effect of Motivation on Employee Performance
   The t-test results for the motivation variable yielded a calculated t-value of 9.512 and a t-value of 1.677. This means that the calculated t-value is greater than the calculated t-value (9.512 > 1.677) and with a significance value of 0.000 ± 0.05, meaning H0 is rejected and H1 is accepted. This concludes that motivation has a positive and significant effect on employee performance. Thus, the third hypothesis is tested and proven.

4. The Influence of Leadership on Employee Performance
   The t-test results for the leadership variable yielded a calculated t-value of 13.981 and a t-table value of 1.677. This means that the calculated t-value is greater than the t-table value (13.981 > 1.677) and with a significance value of 0.000 ± 0.05, indicating that H0 is rejected and H1 is accepted. This concludes that leadership has a positive and significant effect on employee performance. Thus, the fourth hypothesis is tested and proven.

5. The Influence of Job Satisfaction on Employee Performance
   The t-test results for the job satisfaction variable yielded a calculated t-value of 8.111 and a t-table value of 1.677. This means that the calculated t-value is greater than the t-table value (8.111 > 1.677) and with a significance value of 0.000 ± 0.05, indicating that H0 is rejected and H1 is accepted. This concludes that job satisfaction has a positive and significant effect on employee performance. Thus, the fifth hypothesis is tested and proven.

6. The Influence of Motivation on Employee Performance Through Job Satisfaction
   X1 → X3 → Y = (ρx3x1) x (ρyx3) = 0,157 x 0,902 = 0,142
   For the motivation variable, the indirect effect value is obtained by multiplying the path coefficient ρx3x1 by the path coefficient ρyx3. The result shows that the indirect effect coefficient (0.142) is greater than the direct effect coefficient (-0.063). This indicates that

job satisfaction can mediate motivation in influencing employee performance. Thus, the sixth hypothesis is proven and tested.

7. The Influence of Leadership on Employee Performance Through Job Satisfaction
   X2 → X3 → Y = (ρx3x2) x (ρyx3) = 0,852 x 0,902 = 0,768
   For the leadership variable, the indirect effect value is obtained from the path coefficient value ρx3x1 multiplied by the path coefficient value ρyx3. The multiplication result shows that the indirect effect coefficient value is smaller (0.768) than the direct effect coefficient value (0.954). This indicates that job satisfaction can mediate leadership in influencing employee performance. Thus, the seventh hypotheses are proven and tested.

DISCUSSION

1. The Influence of Motivation on Job Satisfaction at PT. Artha Valasindo Mandiri

   Based on the results of the descriptive analysis of motivation variables, employees of PT. Artha Valasindo Mandiri strongly agrees that indicators such as appreciation, social relationships, living needs, and work success shape motivational variables. The dominant indicator influencing the formation of motivational variables is social relationships, meaning that PT. Artha Valasindo Mandiri (AVM) employees desire to be evaluated by their colleagues and their superiors.

   Regarding job satisfaction, employees of PT. Artha Valasindo Mandiri tends to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment shape job satisfaction. The indicator contributing most significantly to job satisfaction is the work environment, meaning that PT. Artha Valasindo Mandiri (AVM) employees need to feel accepted by others in the workplace and participate in all office activities. The results of the regression analysis indicate that motivation can increase job satisfaction. The results of this study align with previous research conducted by Ernawati and Abadi (2024), Qomariah et al. (2022), and Adam and Efni (2021).

2. The Influence of Leadership on Job Satisfaction at PT. Artha Valasindo Mandiri

   Based on the descriptive analysis of leadership variables, employees at PT. Artha Valasindo Mandiri strongly agrees that indicators such as communication skills, motivation, leadership skills, decision-making, and positive power shape the leadership variable. The most dominant indicator in shaping the leadership variable is motivation, meaning that the leadership of PT. Artha Valasindo Mandiri (AVM) consistently prioritizes achieving targets and encourages employees to remain focused on the process when carrying out work activities. The results of the regression analysis indicate that leadership can increase job satisfaction. These results align with previous research conducted by Ernawati and Abadi (2024); Qomariah et al. (2022); Adam and Efni (2021); and Iman (2018).

3. The Influence of Motivation on Employee Performance at PT. Artha Valasindo Mandiri

   Based on the results of the descriptive analysis of motivation variables, employees at PT. Artha Valasindo Mandiri strongly agrees that indicators such as appreciation, social relationships, life needs, and work success shape motivational variables. The indicator that dominates the formation of motivational variables is social relationships, meaning that employees at PT. Artha Valasindo Mandiri (AVM) desires to receive evaluations from its colleagues and their leaders. Based on the results of the descriptive analysis of employee performance variables, employees at PT. Artha Valasindo Mandiri strongly agrees that indicators such as work quality, work quantity, and punctuality shape employee performance variables. The indicator with the highest average contribution to employee performance variables is work quality, meaning the volume of work produced and

completed by employees at PT. Artha Valasindo Mandiri (AVM) within a certain time period. The results of the regression analysis indicate that motivation can improve employee performance. These results align with previous research by Ernawati and Abadi (2024); Qomariah et al. (2022); Adam and Efni (2021); Faith (2018).

4. The Influence of Leadership on Employee Performance at PT. Artha Valasindo Mandiri

   Based on the results of the descriptive analysis of leadership variables, employees at PT. Artha Valasindo Mandiri strongly agrees that indicators such as communication, motivation, leadership skills, decision-making, and positive power shape the leadership variable. The most dominant indicator shaping the leadership variable is motivation, meaning that the leadership of PT. Artha Valasindo Mandiri (AVM) consistently prioritizes achieving targets and encourages employees to remain focused on the process when carrying out work activities.

   Based on the results of the descriptive analysis of employee performance variables, employees at PT. Artha Valasindo Mandiri strongly agrees that indicators such as work quality, work quantity, and punctuality shape the employee performance variable. The indicator with the highest average contribution to the formation of employee performance variables is work quality, meaning the volume of work produced and completed by PT. Artha Valasindo Mandiri (AVM) employees within a certain time period. The results of the regression analysis indicate that leadership can improve employee performance. These results align with previous research by Ernawati and Abadi (2024). Qomariah et al (2022); Adam and Efni (2021); Iman (2018).

5. The Influence of Job Satisfaction on Employee Performance at PT. Artha Valasindo Mandiri

   Based on the results of a descriptive analysis of the job satisfaction variable, employees at PT. Artha Valasindo Mandiri tended to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment all contribute to job satisfaction. The indicator that contributed most to job satisfaction was the work environment, meaning that employees at PT. Artha Valasindo Mandiri (AVM) felt accepted by others in the workplace and participated in all office activities.

   Based on the results of a descriptive analysis of the employee performance variable, employees at PT. Artha Valasindo Mandiri strongly agreed that work quality, quantity, and punctuality shaped employee performance. The indicator that contributed the greatest average contribution to employee performance was work quality, meaning the volume of work produced and completed by employees at PT. Artha Valasindo Mandiri (AVM) within a certain time period. The regression analysis results indicate that job satisfaction can improve employee performance. These findings align with previous research by Ernawati and Abadi (2024); Qomariah et al. (2022); Adam and Efni (2021); and Iman (2018).

6. The Influence of Motivation on Employee Performance at PT. Artha Valasindo Mandiri Through Job Satisfaction

   Based on the results of the descriptive analysis of the motivation variable, employees of PT. Artha Valasindo Mandiri strongly agrees that indicators such as appreciation, social relationships, living needs, and work success shape the motivation variable. The dominant indicator influencing the formation of the motivation variable is social relationships, meaning that employees of PT. Artha Valasindo Mandiri (AVM) desires to be evaluated by their colleagues and their superiors.

   Regarding the job satisfaction variable, employees of PT. Artha Valasindo Mandiri tends to agree that salary, the work itself, coworkers, superiors, promotions, and the work

environment shape the job satisfaction variable. The indicator contributing most to the formation of the job satisfaction variable is the work environment, meaning that employees of PT. Artha Valasindo Mandiri (AVM) needs to feel accepted by others in the workplace and participate in all office activities. Based on the results of the descriptive analysis of the employee performance variable, employees of PT. Artha Valasindo Mandiri strongly agrees that work quality, quantity, and punctuality are key performance variables for employees. The indicator with the highest average contribution to employee performance is work quality, meaning the volume of work produced and completed by PT. Artha Valasindo Mandiri (AVM) employees within a specific timeframe. The path analysis results indicate that job satisfaction can increase employee motivation. This finding aligns with previous research by Niam and Tantri Yanuar Rahmat Syah (2019).

7. The Influence of Leadership on Employee Performance at PT. Artha Valasindo Mandiri Through Job Satisfaction

   Descriptive analysis of the leadership variable indicates that PT. Artha Valasindo Mandiri employees strongly agree that communication, motivation, leadership skills, decision-making, and positive power are key leadership variables. The most dominant indicator contributing to the leadership variable is motivation, meaning that PT. Artha Valasindo Mandiri (AVM) leaders consistently prioritize achieving targets and encourage employees to remain focused on the process when carrying out work activities.

   The job satisfaction variable indicates that PT. PT Artha Valasindo Mandiri employees tended to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment all contribute to job satisfaction. The work environment is the most significant factor contributing to job satisfaction, meaning that PT Artha Valasindo Mandiri (AVM) employees need to feel accepted by others in the workplace and participate in all office activities.

   Based on the descriptive analysis of employee performance variables, PT Artha Valasindo Mandiri employees strongly agree that work quality, quantity, and punctuality contribute to employee performance. The indicator with the highest average contribution to employee performance is work quality, meaning the volume of work produced and completed by PT Artha Valasindo Mandiri (AVM) employees within a certain time period. The path analysis showed that job satisfaction was not able to improve leadership performance. These findings align with previous research by Ernawati and Abadi (2024), Qomariah et al. (2022), Adam and Efni (2021), and Iman (2018).

CONCLUSION

Based on the results of the study regarding "The Influence of Motivation and Leadership on Employee Job Satisfaction in Improving Employee Performance at PT. Artha Valasindo Mandiri (AVM)", the following conclusions can be drawn: Based on the regression analysis, it shows that:

1. Motivation contributes to job satisfaction at PT. Artha Valasindo Mandiri. Thus, the first hypothesis is confirmed.
2. Leadership contributes to job satisfaction at PT. Artha Valasindo Mandiri. Thus, the second hypothesis is confirmed.
3. Motivation contributes to employee performance at PT. Artha Valasindo Mandiri. Thus, the third hypothesis is confirmed.
4. Leadership contributes to employee performance at PT. Artha Valasindo Mandiri. Thus, the fourth hypothesis is confirmed.
5. Job satisfaction contributes to employee performance at PT. Artha Valasindo Mandiri. Thus, the fifth hypothesis is confirmed.
6. Job satisfaction increases motivation and employee performance at PT. Artha Valasindo Mandiri.

7. Job satisfaction does not lead to improved leadership performance at PT. Artha Valasindo Mandiri.

Based on the descriptive analysis, it shows that:

a) The motivation variable indicates that PT. Artha Valasindo Mandiri employees strongly agree that indicators such as appreciation, social relationships, life needs, and work success shape the motivational variable. The dominant indicator influencing the motivational variable is social relationships, meaning that PT. Artha Valasindo Mandiri (AVM) employees desire both peer and leadership evaluations.
b) The leadership variable indicates that PT. Artha Valasindo Mandiri employees strongly agree that indicators such as communication skills, motivation, leadership skills, decision-making, and positive power shape the leadership variable. The most dominant indicator influencing the leadership variable is motivation, meaning that PT. Artha Valasindo Mandiri (AVM) leaders consistently prioritize achieving targets and encourage employees to remain focused on the process when carrying out work activities.
c) The job satisfaction variable indicates that PT. Artha Valasindo Mandiri employees strongly agree that indicators such as communication skills, motivation, leadership skills, decision-making, and positive power shape the leadership variable. PT Artha Valasindo Mandiri employees tended to agree that salary, the work itself, coworkers, superiors, promotions, and the work environment all contribute to job satisfaction. The work environment is the most significant factor contributing to job satisfaction, meaning that PT Artha Valasindo Mandiri (AVM) employees feel accepted by others in the workplace and participate in all office activities.
d) Employee performance variables indicate that PT Artha Valasindo Mandiri employees strongly agree that work quality, quantity, and punctuality contribute to employee performance. The indicator with the highest average contribution to employee performance is work quality, meaning the volume of work produced and completed by PT Artha Valasindo Mandiri (AVM) employees within a certain time period.

RECOMMENDATIONS

Based on the research findings on the Influence of Motivation and Leadership on Employee Performance Through Job Satisfaction at PT. Artha Valasindo Mandiri, the following recommendations can be made:

1. The results of this research are expected to contribute to the development of scientific knowledge, insight, and experience of researchers in the field of human resource management, particularly regarding theories of motivation, leadership, job satisfaction, and employee performance.
2. The results of this research are expected to provide input and references for PT. Artha Valasindo Mandiri aims to improve employee performance and job satisfaction, thereby enhancing organizational performance. Improvement efforts should consider the following:
    a. Motivation. The management of PT. Artha Valasindo Mandiri should pay attention to the reward indicators that provide the lowest scores in the formation of motivation variables. The management of PT. Artha Valasindo Mandiri (AVM) should encourage employees to work hard and commit to their duties by providing incentives and bonuses for employees who excel and achieve their targets.
    b. Leadership. The management of PT. Artha Valasindo Mandiri, pay attention to the leadership ability indicator that provides the lowest value for the formation of the leadership variable, namely by ensuring that the leadership of PT. Artha Valasindo Mandiri (AVM) must be able to resolve office tasks that encounter major problems and must be able to lead subordinates to ensure their obedience.

c. Job Satisfaction. To be of concern to the leadership of PT. Artha Valasindo Mandiri, the leadership of PT. Artha Valasindo Mandiri must pay attention to the superior indicator that provides the lowest value for the formation of the job satisfaction variable, namely by ensuring that every employee of PT. Artha Valasindo Mandiri (AVM) is supervised by the leadership and each employee must supervise each other in their work.

d. Employee Performance. To be of concern to the leadership of PT. Artha Valasindo Mandiri, the leadership of PT. Artha Valasindo Mandiri must pay attention to the work quantity indicator that provides the lowest value for the formation of the employee performance variable, namely by ensuring that employees of PT. Artha Valasindo Mandiri (AVM) works with full accuracy and precision in their work and takes responsibility for their work. Likewise, the leadership of PT. Artha Valasindo Mandiri (AVM) must pay attention to employees according to their competencies and abilities.

REFERENCES

Adam, Andy. Machasin. Yulia Efni. (2021). Pengaruh Motivasi dan Kepemimpinan terhadap Kepuasan Kerja dan Kinerja Karyawan pada PT. Primalayan Citra Mandiri (Datascrip Service Center) di Indonesia. *Jurnal Ekonomi Kiat* Vol. 32, No. 1 (2021), Hal. 48-56.

Adel Al Hemeiri, Alanoud Albayedh and Alex Jones, The Influence of Leadership Coaching on Employee Motivation, (2021). Job Satisfaction, and Employee Performance, *International Journal of Management* (IJM), 12(4), 2021, pp. 597-609. https://iaeme.com/Home/issue/IJM?Volume=12&Issue=4

Bahçekapılı & Karaman, (2020). A path analysis of five-factor personality traits, self-efficacy, academic locus of control and academic achievement among online students. *Knowledge Management & E-Learning*, Vol 12, No.2. Jun 2020

Bambang Guritno dan Waridin. (2005). Pengaruh Persepsi Karyawan Mengenai Perilaku Kepemimpinan, Kepuasan Kerja Dan Motivasi Terhadap Kinerja. *JRBI.* Vol 1. No. 1. Hal: 63- 74.

Challagalla, N. Goutham & Shervani, A. Tasadduq, (2006), "Dimensional and Type of Supervisory Control: Effect on Salesperson Performance and Satisfaction", *Journal of Marketing*, Vol. 60, January

Chandrakant Varma. (2017). Importance Of Employee Motivation & Job Satisfaction For Organizational Performance. *International Journal of Social Science & Interdisciplinary Research.* ISSN 2277-3630 IJSSIR, Vol. 6 (2), February (2017), pp. 10-20 Online available at indianresearchjournals.com

Church, Allan H (1997), "Managerial Behaviors and work Group Climate as Predictors of Employee Outcome", Human Business Development Quarterly.

Gary, Yukl. (1998). Kepemimpinan Dalam Organisasi (Leadership in Organization). Edisi Bahasa Indonesia. Jakarta: Universitas Katolik Indonesia.

George, J.M., and Gareth R.Jones. (2002). Organizational Behaviour. Prentice Hall, New Jersey.

Ghozali, I. (2018). Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25 (9th ed.). Badan Penerbit Universitas Diponegoro.

Gibson, J. L. Dkk. (1997). Organisasi dan Manajemen. Jakarta; Penerbit Erlangga.

Hariandja, Marihot Tua Efendi. (2002). Manajemen Sumber Daya Manusia, Pengadaan, Pengembangan Pengkompensasian, dan Peningkatan. Jakarta: Produktivitas Karyawan. Grasindo.

Ismail Hajiali et al., Determination of Work Motivation, Leadership Style, Employee Competence on Job Satisfaction and Employee Performance. *Golden Ratio of Human Resource Management*, Vol 2, Issue. 1 (2022) https://doi.org/10.52970/grhrm.v2i1.16

Jauharun Niam, Tantri Yanuar Rahmat Syah (2019). Pengaruh Motivasi, Kepemimpinan dan Budaya Organisasi terhadap Kepuasan Kerja serta Dampaknya pada Kinerja Karyawan. *Jurnal OPSI* Vol 12 No.2 Desember 2019 ISSN 1693-2102 (print), 2686-2352 (online)

Khikmatul Islah. (Juni 2022). Proses Kaderisasi Pembentukan Generasi Milenial Cendekia Yang Berjiwa Agile Leadership Pada Organisasi Di Era 4.0: *Jurnal Ilmu Administrasi.*

Luthans, Fred. (2005). Organizational Behaviour, 10th edition. New York: McGraw. Hill International Editions.

Noor, Juliansyah. (2015). Metodologi Penelitian. Jakarta : Prenada Group.

Nur Iman (2018). Effect of Leadership on Employee Satisfaction, Employee Motivation and Employee Performance. *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 20, Issue 8. Ver. II (August 2018), PP 41-49

Nurjeny Ernawati, Ferryal Abadi. (2024). Analysis of The Effect of Job Satisfaction, Organizational Supports, and Leadership Style on Work Motivation in Improving Employee Performance. *Journal Eduvest*. 4 (4): 1805-1814Yandra Rivaldo, Sri Langgeng Ratnasari (2020).

Nurul Qomariah, Lusiyati. Ni Nyoman Putu Martini, Nursaid (2022). The Role Of Leadership And Work Motivation In Improving Employee Performance: With Job Satisfaction as an Intervening Variable. *Journal of Applied Management* (JAM) Volume 20 Number 3, September 2022

Richard Schroeder,. Dole, Carol. (2001). The impact of various factors on the personality, job satisfaction, and turnover intentions of professional accountants. *Managerial Auditing Journal*,16 (4):234- 245.

Rivai V, Mulyadi D. (2011). Kepemimpinan dan perilaku organisasi. Jakarta: Rajawali pers.

Robbins, Stephen P., Timothy A. Judge. (2016). Perilaku Organisasi Edisi 16. Jakarta : Salemba Empat.

Robbins, Stephen. P. Dan Mary Coulter. (2012). Manajemen Jilid 1/ Stephen P Robbins dan Mary Coulter diterjemahkan oleh Bob Sabran, Wibi Hardani. – Ed.10, Cet13-. Jakarta: Erlangga.

Sedarmayanti. (2017). Manajemen Sumber Daya Manusia. Bandung: Refika Aditama.

Sugiyono (2019). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung : Alphabet.

Sutrisno, (2017) Manajemen Sumber Daya Manusia. Jakarta: Kencana.

Tonia Marilu Joseph-Armstrong (2023). Leadership's Impact on Employee Work Motivation and Performance. Walden Dissertations and Doctoral Studies

Wiratama, I. N., & Sintaasih, (2013). Pengaruh Kepemimpinan, Diklat, dan Disiplin Kerja Terhadap Kinerja Karyawan PDAM Tirta Mangutama Kabupaten Bandung. *Jurnal Manajemen, Strategi Bisnis, dan Kewirausahaan* Vol 7.

Wursanto, IG. (1990). “Manajemen Kekaryawanan 1”, cetakan ketiga Penerbit Kanisius Jogjakarta.

Yandra Rivaldo, Sri Langgeng Ratnasari (2020). Influence Of Leadership And Motivation On Employee Satisfaction And Its Impact On Employee Performance. *Dimensi,* vol. 9, no. 3: 505-515 November 2020 ISSN: 2085-9996.