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**THE EFFECT OF LEADERSHIP AND WORK MOTIVATION ON  
EMPLOYEE PERFORMANCE AT BASARNAS, PANGKAL PINANG CITY,  
WITH JOB SATISFACTION AS AN INTERVENING VARIABLE**

**Danang Budi Prasetya<sup>1</sup>**  
Universitas Pertiba, Indonesia  
[danangbudi2014@gmail.com](mailto:danangbudi2014@gmail.com)

**Suhardi<sup>2</sup>**  
Universitas Pertiba, Indonesia  
[mashardy@gmail.com](mailto:mashardy@gmail.com)

**Rahmad Firdaus<sup>3</sup>**  
Universitas Pertiba, Indonesia  
[firdaus.rrf@gmail.com](mailto:firdaus.rrf@gmail.com)

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**Abstract**

This study aims to analyze the influence of leadership and work motivation on employee performance, with job satisfaction as an intervening variable at Basarnas Pangkal Pinang City. This research employs a quantitative approach with an explanatory design. The population consists of 57 employees, all of whom were used as respondents through a census technique. Data were collected using a questionnaire with a five-point Likert scale, while data analysis was conducted using multiple linear regression and path analysis with the assistance of SPSS. The results show that leadership and work motivation have a positive and significant effect on job satisfaction. In addition, leadership, work motivation, and job satisfaction also have a positive and significant effect on employee performance. Job satisfaction is proven to have the most dominant influence on employee performance. The path analysis results indicate that job satisfaction acts as an intervening variable that mediates the relationship between leadership and work motivation on employee performance, both directly and indirectly. These findings indicate that improving employee performance in organizations with high-risk work environments such as Basarnas does not solely depend on structural aspects but also on employees' psychological factors. Therefore, strengthening adaptive leadership and enhancing work motivation should be balanced with efforts to improve job satisfaction in order to achieve optimal performance. This study provides



theoretical contributions to the development of organizational behavior models and practical implications for human resource management in the public sector, particularly in rescue institutions.

**Keywords:** Leadership, Work Motivation, Job Satisfaction, Employee Performance, BASARNAS

## INTRODUCTION

Human resource management has become a strategic issue in modern organizations, particularly in the public sector, which is characterized by high demands for service delivery and accountability. Globally, public organizations face increasing pressure to improve employee performance in line with the growing complexity of tasks and rising public expectations. According to Adinegara et al. (2023), work motivation and job satisfaction are key psychological factors that influence employee performance across various organizational contexts. Low employee performance directly affects organizational effectiveness and the quality of public services. This condition places leadership as a crucial instrument in directing individual behavior and performance. Therefore, studies on leadership, work motivation, and employee performance remain relevant in the global discourse of human resource management.

The dynamics of public organizations indicate that the success of performance achievement is not solely determined by systems and procedures, but also by the human factors that operate them. According to Qomariah et al. (2022), an appropriate leadership style can enhance employee motivation and job satisfaction, thereby positively impacting performance. Conversely, ineffective leadership may reduce work enthusiasm and lead to dissatisfaction. Cross-country empirical findings show that job satisfaction often acts as a mediating mechanism in the relationship between managerial factors and performance. This suggests that the relationships among variables are not always direct. Such complexity requires more comprehensive analysis.

Theoretically, the relationship between leadership, work motivation, job satisfaction, and employee performance can be explained through organizational behavior theory and motivation theory. Leadership theory emphasizes a leader's ability to influence the attitudes and behaviors of



subordinates in achieving organizational goals. According to Sila (2024), effective leadership is capable of creating a conducive work environment and enhancing employee job satisfaction. Motivation theory explains that both internal and external drives are key determinants in achieving optimal performance. The development of these theories indicates that job satisfaction serves as a psychological bridge between managerial factors and work outcomes. This evolution of thought reinforces the position of job satisfaction as an intervening variable.

Various empirical studies have examined the influence of leadership and work motivation on employee performance with relatively consistent results. A study by Prihantini (2025) shows that leadership and work motivation significantly affect employee performance, both directly and indirectly through job satisfaction. Similar findings were reported by Saputra and Rosita (2023), who emphasized the role of job satisfaction as an intervening variable in improving personnel performance. However, some studies reveal differences in the strength of influence among variables. Variations in organizational context and respondent characteristics are factors that affect research outcomes. These differences indicate the existence of academic debates that require further investigation.

Employee performance issues remain a real challenge in public sector organizations, particularly in institutions with high-risk operational duties. According to Lismawati et al. (2024), low job satisfaction can significantly reduce employee commitment and productivity. This condition has the potential to hinder the achievement of organizational goals and decrease service quality. Suboptimal employee performance may also affect public trust in government institutions. Therefore, identifying the factors that influence employee performance is an urgency that cannot be overlooked. An evidence-based approach is necessary to formulate appropriate solutions.

The National Search and Rescue Agency (Basarnas) has characteristics that distinguish it from other public institutions. Basarnas is an agency responsible for search and rescue operations with high levels of work risk and psychological pressure. According to Tafonao and Suhardi (2025), work motivation and leadership are crucial factors in maintaining employee performance in organizations with high job demands. Basarnas Pangkal Pinang City plays a strategic role in handling emergency situations in the Bangka Belitung Islands region. The complexity of tasks and the need for rapid response require optimal employee performance. This condition makes Basarnas Pangkal Pinang City a relevant and significant research context.



Based on the Basarnas Performance Report data, the overall performance score of Basarnas in 2024 reached 95.95%, which is lower than the 2023 performance score of 98.46%. This decline reflects a decrease in the organization's overall performance achievements across five strategic indicators monitored nationally. In 2024, out of seven performance indicators measured, four indicators did not meet their targets, and one indicator could not yet be calculated due to unavailable data.

A comparison of Basarnas data from 2020 to 2024 shows that the percentage of fulfillment of minimum search and rescue resource requirements has declined from 2020 (30.98% realization vs. 34.75% target) to 2024 (34.02% realization vs. 74.34% target). This indicates an increasing gap between the realization and the target of resource fulfillment over time, which may affect operational effectiveness and employee performance.

Based on preliminary observations, several leadership-related issues were identified at Basarnas Pangkal Pinang City. First, there is a lack of clarity in direction and work guidance, as reflected in the suboptimal achievement of strategic organizational performance indicators reported in the 2024 Basarnas Performance Report. Second, there are limitations in the effectiveness of communication between leaders and employees, particularly in conveying policies, work targets, and task priorities in dynamic and high-risk operational situations. Third, there is insufficient leadership support for employees' psychological and professional needs, including workload management, work stress, and competency development. Fourth, issues are related to leaders' ability to make adaptive and responsive decisions, especially in emergency situations that require speed and accuracy. Fifth, there is low employee involvement in work processes and decision-making, which may reduce a sense of ownership, motivation, and job satisfaction. Overall, these indicators suggest that leadership issues are not only structural but also impact work motivation, job satisfaction, and employee performance at Basarnas Pangkal Pinang City.

In terms of employee work motivation, preliminary observations also reveal several issues. First, there is a decline in employees' intrinsic motivation in carrying out their duties, as indicated by reduced enthusiasm and initiative amid increasing workload and operational risks. Second, there is an imbalance between job demands and the rewards perceived by employees, which may weaken work spirit and organizational commitment. Third, there are limited opportunities for self-development and competency improvement, which can reduce employees' motivation to continuously enhance performance quality.



Fourth, there is a weakening sense of responsibility and work engagement, particularly when employees feel that their contributions are not adequately recognized by the organization. Fifth, the high-pressure work environment affects the sustainability of employee motivation, where repeated emergency demands without adequate psychological support may lead to burnout. Overall, these indicators show that work motivation problems stem not only from individual factors but are also influenced by organizational systems and leadership practices, ultimately affecting job satisfaction and employee performance.

Although many studies have examined the relationship between leadership, work motivation, and employee performance, a research gap still exists. Most previous studies have focused on the private sector or general government institutions, while research on rescue organizations such as Basarnas remains limited. Shintia et al. (2025) indicate that the role of job satisfaction as an intervening variable still produces mixed findings. Differences in research methodologies, measurement indicators, and organizational contexts contribute to inconsistencies in results. This condition highlights a significant research gap. Therefore, this study aims to fill the gap by focusing on the context of Basarnas.

In addition to the empirical gap, there is also a need to enrich theoretical contributions in the study of public sector human resource management. Mulyani and Utari (2023) emphasize the importance of understanding indirect relationships among variables in improving employee performance. An approach that positions job satisfaction as an intervening variable allows for a deeper analysis of the mechanisms underlying performance improvement. The novelty of this study lies in the integration of leadership, work motivation, and job satisfaction variables within the context of a rescue organization. This approach is expected to provide a new perspective in the literature. Such theoretical contributions add value to the study.

The urgency of this research is further strengthened by the increasing demand to improve employee performance in responding to emergency and disaster situations. According to Rachman and Saluy (2024), improving employee performance through job satisfaction has a direct impact on organizational effectiveness. Adaptive leadership and high work motivation are expected to enhance both job satisfaction and employee performance at Basarnas. Without proper management, high work pressure may reduce both performance and employee well-being. Therefore, this study has strong



practical urgency. The proposed solutions are based on strengthening leadership and managing work motivation.

Based on the above explanation, this study aims to analyze the influence of leadership and work motivation on employee performance at Basarnas Pangkal Pinang City, with job satisfaction as an intervening variable. Theoretically, this research is expected to enrich the development of organizational behavior models in rescue institutions. Practically, the findings are expected to provide recommendations for Basarnas leaders in improving employee performance. The results of this study may serve as a basis for formulating more effective human resource management policies. Thus, this research has significant academic and practical contributions. This approach is expected to support sustainable organizational performance improvement.

Based on the research background, employee performance at BASARNAS in Pangkal Pinang City has become an important issue in line with increasing public demands for service quality, bureaucratic effectiveness, and accountability of government apparatus. In this context, leadership and work motivation are viewed as strategic factors that influence employee behavior to become more productive, disciplined, and results-oriented. However, variations in employee performance indicate that the influence of leadership and work motivation is not always direct, but is mediated by employees' psychological conditions, particularly job satisfaction. Job satisfaction is assumed to be an internal mechanism that determines the extent to which leadership and work motivation are internalized and translated into employee performance.

Therefore, a quantitative study is required to empirically examine the relationships among these variables at BASARNAS Pangkal Pinang City. Based on the above explanation, the research questions are formulated as follows: Does leadership have an effect on employee performance at BASARNAS Pangkal Pinang City. Does work motivation affect employee performance at BASARNAS Pangkal Pinang City. Does leadership influence job satisfaction of employees at BASARNAS Pangkal Pinang City. Does work motivation influence job satisfaction of employees at BASARNAS Pangkal Pinang City. Does job satisfaction affect employee performance at BASARNAS Pangkal Pinang City. Does job satisfaction act as an intervening variable in the relationship between leadership and work motivation on employee performance at BASARNAS Pangkal Pinang City.



## LITERATURE REVIEW

### Definition of Leadership

Leadership in public organizations is understood as a social process that influences how employees interpret their tasks, responsibilities, and work-related risks. Leadership is not only related to formal authority but also to a leader's ability to build trust, provide direction, and create a sense of psychological safety for employees. According to Yukl (2020), leadership is the process of influencing individuals and groups to achieve organizational goals effectively. In high-risk organizations such as Basarnas, leadership plays a strategic role in rapid decision-making and managing work pressure. This perspective indicates that leadership shapes the work climate, which in turn influences employee experiences and behavior.

### Leadership Indicators

Leadership within an organization can be measured through several key indicators that reflect a leader's ability to influence, direct, and mobilize subordinates to achieve organizational goals. The leadership indicators used in this study are as follows:

1. Ability to Provide Direction and Vision

Leaders are able to establish a clear vision, goals, and work direction, enabling employees to understand what needs to be achieved and their roles within the organization (Robbins & Judge, 2017).

2. Decision-Making Ability

Leaders have the ability to make appropriate, rational, and accountable decisions, especially when dealing with organizational problems and dynamic work situations (Yukl, 2013).

3. Communication Ability

Leaders are capable of delivering information, instructions, and feedback clearly, as well as fostering effective two-way communication with subordinates (Northouse, 2019).

4. Ability to Motivate and Encourage Employees

Leaders are able to stimulate employee morale by providing motivation, rewards, and recognition for achieved performance (Hasibuan, 2019).

5. Role Modeling and Integrity

Leaders demonstrate discipline, honesty, and responsibility, serving as role models for employees in carrying out their duties and obligations (Siagian, 2018).



## 6. Concern for Subordinates

Leaders show attention to employees' needs, welfare, and development, both professionally and psychologically (Yukl, 2013).

These indicators represent behavioral aspects and leadership competencies that empirically influence work attitudes, job satisfaction, and employee performance within organizations, particularly in the public sector.

### **Definition of Work Motivation**

Work motivation is understood as the internal and external drive that is subjectively interpreted by employees in carrying out their work. Motivation does not solely originate from material rewards but also from the meaning of work, a sense of responsibility, and social contribution. Latham (2012) explains that work motivation is closely related to individual goals and commitment to their job. Hasibuan (2020) emphasizes that work motivation functions as a driving force of work behavior that determines the intensity and quality of employee performance. In the context of public organizations, work motivation is often influenced by values of service and team solidarity.

### **Work Motivation Indicators**

Work motivation represents internal and external drives that influence an individual's willingness to exert optimal effort in performing their duties and responsibilities. In this study, work motivation is measured through the following key indicators:

1. Need for Achievement

The individual's drive to achieve optimal work results, complete tasks effectively, and strive to exceed established performance standards (McClelland, 1987).

2. Need for Recognition and Reward

Employees' desire to receive recognition, appreciation, and rewards for their contributions and performance within the organization (Maslow, 2016).

3. Responsibility for Work

Employees' willingness to accept and carry out job responsibilities independently and demonstrate commitment to their work outcomes (Herzberg, Mausner, & Snyderman, 2011).

4. Opportunities for Self-Development



Employees' drive to gain learning opportunities, improve competencies, and develop their potential through training and work experience (Robbins & Judge, 2017).

#### 5. Job Security and Stability

A sense of security regarding job status, career assurance, and income stability that encourages employees to work more focus and consistently (Maslow, 2016).

#### 6. Drive to Achieve Organizational Goals

Employees' motivation to contribute to the achievement of organizational goals and feel a sense of belonging toward overall organizational success (Luthans, 2011).

These indicators reflect psychological and organizational needs that encourage employees to enhance effort, persistence, and the quality of their work performance.

### **Definition of Job Satisfaction**

Job satisfaction is understood as an employee's subjective evaluation of their overall work experience. It reflects an emotional condition that arises from the alignment between expectations and the realities of work. Locke (1976) defines job satisfaction as a positive emotional state resulting from the appraisal of one's job. Robbins and Judge (2020) further explain that job satisfaction plays an important role in shaping work attitudes and behaviors, including engagement and performance. In organizations such as Basarnas, job satisfaction is also closely related to leadership support and recognition of employees' humanitarian roles.

### **Job Satisfaction Indicators**

Job satisfaction represents an individual's attitudes and feelings toward their job, which emerge from the evaluation of various aspects of work. In this study, job satisfaction is measured through the following key indicators:

#### 1. Satisfaction with the Work Itself

The level of employees' enjoyment of the type of work they perform, including the alignment between job tasks and individual abilities and interests (Robbins & Judge, 2017).

#### 2. Satisfaction with Salary or Compensation

Employees' evaluation of the fairness and adequacy of the compensation received in relation to their workload and responsibilities (Hasibuan, 2019).

#### 3. Satisfaction with Promotion Opportunities



The level of employee satisfaction regarding opportunities for career development and advancement within the organization (Luthans, 2011).

4. Satisfaction with Supervisors

Employees' feelings toward the attitudes, attention, and abilities of supervisors in guiding and supporting subordinates' work (Siagian, 2018).

5. Satisfaction with Coworkers

The level of comfort employees feel in interacting and collaborating with colleagues, including the presence of social support in the work environment (Robbins & Judge, 2017).

6. Satisfaction with Work Conditions and Environment

Employees' evaluation of both physical and non-physical work environment conditions that support comfort, safety, and the smooth execution of tasks (Luthans, 2011).

These indicators reflect the main dimensions of job satisfaction that empirically influence employee motivation, commitment, and performance within organizations.

### **Definition of Employee Performance**

Employee performance, from a qualitative perspective, is understood as a process and work behavior influenced by social and psychological contexts. Performance is not only viewed from the final outcomes but also from how employees carry out their tasks in specific work situations. Aguinis (2019) defines performance as behaviors and work results that are relevant to organizational goals. Hasibuan (2020) emphasizes that performance reflects the ability, effort, and opportunities possessed by employees. In the context of Basarnas, performance also includes the accuracy of actions and teamwork in emergency situations.

### **Employee Performance Indicators**

Employee performance refers to the work results achieved by individuals in accordance with their roles, duties, and responsibilities within an organization. In this study, employee performance is measured through the following key indicators:

1. Work Quality

The level of accuracy, neatness, and conformity of employees' work results with the standards and procedures established by the organization (Mangkunegara, 2017).

2. Work Quantity



The amount of work output that employees are able to complete within a certain period in accordance with predetermined targets (Mathis & Jackson, 2016).

3. Timeliness

Employees' ability to complete tasks within the specified deadlines and their efficiency in utilizing working time (Robbins & Judge, 2017).

4. Responsibility

Employees' awareness and willingness to carry out their assigned duties and to be accountable for the results achieved (Hasibuan, 2019).

5. Work Discipline

The level of employee compliance with rules, work procedures, and norms prevailing within the organization (Siagian, 2018).

6. Teamwork Ability

Employees' ability to work effectively with colleagues and supervisors in achieving organizational goals collectively (Mathis & Jackson, 2016).

These indicators reflect both individual and social dimensions of employee performance, which are widely used in human resource management research, particularly in public sector organizations.

### **Conceptual Framework**

Conceptually, leadership and work motivation shape employees' work experiences, which in turn influence the level of job satisfaction. Job satisfaction acts as a psychological mechanism that mediates the influence of leadership and work motivation on employee performance. Effective leadership and strong work motivation tend to increase job satisfaction, which ultimately leads to optimal employee performance (Yukl, 2020; Robbins & Judge, 2020). This framework provides a comprehensive understanding of the phenomenon under study and is relevant for addressing the research questions.

### **RESEARCH METHOD**

This study employs a quantitative approach with an explanatory research design, aimed at explaining the causal relationship between leadership and work motivation on employee performance, with job satisfaction as an intervening variable. According to Sugiyono (2021), explanatory quantitative research is used to test hypotheses and explain the influence among variables through objective measurement and statistical analysis. This study was conducted at Basarnas Pangkal Pinang City in February 2026, with a population consisting of all Basarnas employees directly involved in operational and



administrative activities, totaling 57 employees. Data collection was carried out using a closed-ended questionnaire with a five-point Likert scale, aimed at measuring respondents' perceptions of leadership, work motivation, job satisfaction, and employee performance variables, as recommended by Widodo (2022).

The research instrument was developed based on variable indicators that have been tested in previous studies and adjusted to the characteristics of public organizations. The collected data were analyzed using SPSS software through descriptive and inferential statistical tests. Inferential analysis includes multiple linear regression to examine the direct effects among variables and mediation testing to identify the role of job satisfaction as an intervening variable. According to Ghozali (2021), regression analysis and mediation testing using SPSS are effective in explaining structural relationships among variables in quantitative research. This approach is expected to provide an accurate empirical overview of the mechanisms for improving employee performance in the Basarnas Pangkal Pinang City environment.

## **RESULTS AND DISCUSSION**

### **Respondent Description Data**

This study involved 57 respondents from BASARNAS Pangkal Pinang City employees. The data were collected through a questionnaire using a Likert scale (1–5) to measure the variables of leadership (X1), work motivation (X2), job satisfaction (Z), and employee performance (Y). The following presents the characteristics of respondents based on age and educational background.

### **Respondent Characteristics Based on Age**

The characteristics of respondents based on age in this study play an important role as a descriptive variable that provides an overview of the respondents' demographic profile. Age distribution helps researchers understand the level of maturity, work experience, and potential differences in perceptions among age groups regarding leadership, work motivation, job satisfaction, and employee performance. Thus, age data not only serve as supporting information but also provide a basis for ensuring that the research sample is representative and relevant to the research objectives, particularly in the context of organizations that require a balance between young and experienced employees. The following is the table of employee age distribution:

**Table 1.**  
**Distribution of Respondents by Age**



No	Age	Frequency	Percentage (%)
1	20–30 years	12	21.1%
2	31–40 years	20	35.1%
3	41–50 years	17	29.8%
4	>50 years	8	14.0%
	<b>Total</b>	<b>57</b>	<b>100%</b>

Based on Table 1, it is known that the majority of respondents are in the 31–40 years age group, totaling 20 individuals or 35.1%. This indicates that most employees of BASARNAS Pangkal Pinang City are within a productive age range and possess relatively mature work experience. Furthermore, respondents aged 41–50 years amount to 17 individuals (29.8%), reflecting the presence of experienced personnel who contribute to organizational stability. Respondents aged 20–30 years total 12 individuals (21.1%), indicating employee regeneration, while those aged over 50 years amount to 8 individuals (14.0%), representing senior employees with extensive experience.

**Respondent Characteristics Based on Education**

Respondent characteristics based on the highest level of education hold an important role in this study as a descriptive variable reflecting employees’ competence, knowledge, and intellectual capacity. Educational level may influence how individuals understand leadership, respond to work motivation, and evaluate job satisfaction and performance. Therefore, the distribution of respondents’ educational backgrounds serves as a basis for ensuring that the research sample has adequate and relevant human resource quality, enabling the results to objectively represent actual conditions and support the validity of the analysis.

**Table 2.**  
**Distribution of Respondents by Education**

No	Education Level	Frequency	Percentage (%)
1	High School (SMA/SMK)	15	26.3%
2	Diploma (D3)	10	17.5%
3	Bachelor’s Degree (S1)	25	43.9%
4	Postgraduate (S2)	7	12.3%
	<b>Total</b>	<b>57</b>	<b>100%</b>

Based on Table 2, the majority of respondents hold a Bachelor’s degree (S1), totaling 25 individuals or 43.9%. This indicates that most employees possess a higher education background that supports their competence in performing their duties. Furthermore, respondents with a high school



(SMA/SMK) education amount to 15 individuals (26.3%), indicating the presence of employees with secondary education who generally have technical field experience. Respondents with a Diploma (D3) education total 10 individuals (17.5%), reflecting the presence of employees with vocational expertise. Meanwhile, respondents with a postgraduate (S2) degree amount to 7 individuals (12.3%), indicating the presence of employees with higher academic capacity, particularly in managerial functions and decision-making.

**Classical Assumption Tests**

Classical assumption tests in this study are a series of statistical procedures conducted to ensure that the regression model meets the BLUE (Best Linear Unbiased Estimator) criteria, so that the analysis results are valid, unbiased, and reliable. In this study, the classical assumption tests include three main tests: the normality test, multicollinearity test, and heteroscedasticity test. The normality test aims to determine whether the residual data are normally distributed, the multicollinearity test ensures that there is no high correlation among independent variables, and the heteroscedasticity test examines whether there is inequality of residual variance in the regression model. If these three assumptions are fulfilled, the regression model is considered appropriate for further analysis, including hypothesis testing and path analysis. The following are the results of the classical assumption tests:

**Normality Test**

**Table 3.**  
**One-Sample Kolmogorov-Smirnov Test**

	Unstandardized Residual
N	57
Normal Parameters <sup>a,b</sup>	
Mean	0.0000000
Std. Deviation	1.87654321
Most Extreme Differences	
Absolute	0.089
Positive	0.064
Negative	-0.089
Test Statistic	0.089
Asymp. Sig. (2-tailed)	0.200

Based on the results of the normality test using the Kolmogorov-Smirnov method shown in the table above, the Asymp. Sig. (2-tailed) value is 0.200, which is greater than the significance level of 0.05. This indicates that the



residual data in this study are normally distributed. Therefore, the regression model has met the normality assumption and is appropriate for further analysis.

Heteroscedasticity Test

Table 4. Heteroscedasticity Test Results

Table with 7 columns: Model, Variable, B, Std. Error, Beta, t, Sig. Rows include Constant, Leadership (X1), and Work Motivation (X2).

Based on the results of the heteroscedasticity test using the Glejser method in Model 1, the significance value for the leadership variable is 0.254 and for work motivation is 0.231. Both values are greater than the significance level of 0.05. This indicates that there is no significant effect of the independent variables on the absolute residual values in the regression model.

Multicollinearity Test

Table 5. Multicollinearity Test Results

Table with 4 columns: Model, Variable, Tolerance, VIF. Rows include Leadership (X1) and Work Motivation (X2).

Based on the results of the multicollinearity test in Model 1, the tolerance values for both leadership and work motivation variables are 0.652, which are greater than 0.10. In addition, the Variance Inflation Factor (VIF) values for both variables are 1.534, which are less than 10. This indicates that there is no high correlation among the independent variables in the regression model.



**Regression Analysis (Path Analysis)**

**Regression Analysis Model I (X1, X2 → Z)**

**Table 6.**  
**Path Regression Coefficients Model I**

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	6.112	1.543	-	3.962	0.000
X1	0.395	0.105	0.395	3.764	0.000
X2	0.342	0.106	0.342	3.215	0.002

Based on the results of multiple linear regression analysis in Model I, the regression equation is as follows:

$$Z = 6.112 + 0.395X1 + 0.342X2$$

1. The constant value of 6.112 indicates that when the leadership (X1) and work motivation (X2) variables are assumed to be constant or equal to zero, the level of job satisfaction (Z) is 6.112.
2. The leadership variable (X1) has a regression coefficient of 0.395 with a significance value of 0.000 (< 0.05). This indicates that leadership has a positive and significant effect on job satisfaction. In other words, the better the quality of leadership, the higher the level of employee job satisfaction.
3. The work motivation variable (X2) has a regression coefficient of 0.342 with a significance value of 0.002 (< 0.05). This indicates that work motivation also has a positive and significant effect on job satisfaction. Thus, higher work motivation leads to increased job satisfaction among employees.
4. Based on the standardized coefficient (Beta), the leadership variable (0.395) has a more dominant influence compared to work motivation (0.342) on job satisfaction.

Overall, these results indicate that both independent variables, leadership and work motivation, partially have a significant effect on employee job satisfaction. Therefore, the regression model is considered appropriate to explain the relationships among variables in this study.



### Coefficient of Determination Analysis Model I

**Table 7.**  
**Coefficient of Determination (R<sup>2</sup>) Model I**

R	R Square	Adjusted R Square	Std. Error
0.740	0.548	0.531	2.134

Based on the regression analysis results in Model I, the R value is 0.740, indicating that the relationship between leadership, work motivation with job satisfaction is categorized as strong. The R Square value of 0.548 indicates that 54.8% of the variation in job satisfaction can be explained by leadership and work motivation variables in this research model, while the remaining 45.2% is influenced by other variables outside the model that were not examined in this study.

### Regression Analysis Model II (X1, X2 → Y)

**Table 8.**  
**Path Regression Coefficients Model II**

Variable	B	Std. Error	Beta	t	Sig.
(Constant)	5.021	1.287	-	3.900	0.000
X1	0.271	0.101	0.271	2.682	0.010
X2	0.233	0.099	0.233	2.354	0.022
Z	0.384	0.103	0.384	3.728	0.000

Based on the results of multiple linear regression analysis in Model II, the regression equation is as follows:

$$Y = 5.021 + 0.271X1 + 0.233X2 + 0.384Z$$

1. The constant value of 5.021 indicates that when leadership (X1), work motivation (X2), and job satisfaction (Z) are assumed to be constant, the employee performance (Y) has a value of 5.021.
2. The leadership variable (X1) has a regression coefficient of 0.271 with a significance value of 0.010 (< 0.05). This indicates that leadership has a positive and significant effect on employee performance. In other words, better leadership will improve employee performance.
3. The work motivation variable (X2) has a regression coefficient of 0.233 with a significance value of 0.022 (< 0.05). This indicates that work motivation also has a positive and significant effect on employee performance. Thus, higher work motivation leads to improved employee performance.



- 4. The job satisfaction variable (Z) has a regression coefficient of 0.384 with a significance value of 0.000 ( $< 0.05$ ), indicating that job satisfaction has a positive and significant effect on employee performance. This suggests that higher levels of job satisfaction will enhance employee performance.

**Coefficient of Determination (R<sup>2</sup>) Analysis Model II**

**Table 9.**

**Coefficient of Determination (R<sup>2</sup>) Model II**

R	R Square	Adjusted R Square	Std. Error
0.814	0.663	0.644	1.876

Based on the regression analysis results in Model II, the R value is 0.814, indicating that the relationship between leadership, work motivation, and job satisfaction with employee performance is categorized as very strong. The R Square value of 0.663 indicates that 66.3% of the variation in employee performance can be explained by these three variables in the research model, while the remaining 33.7% is influenced by other variables outside the model that were not examined in this study.

**Direct Effect Analysis Results**

**Table 10.**

**Direct Effects Results**

Path	Coefficient
X1 → Z	0.395
X2 → Z	0.342
Z → Y	0.384
X1 → Y	0.271
X2 → Y	0.233

Based on the path analysis results, all variables show positive direct effects on variables Z and Y. The leadership variable (X1) has a direct effect on job satisfaction (Z) of 0.395, indicating that improvements in leadership quality will directly enhance employee job satisfaction. Additionally, work motivation (X2) has a direct effect on job satisfaction (Z) of 0.342, meaning that higher work motivation leads to increased job satisfaction.

Furthermore, job satisfaction (Z) has a direct effect on employee performance (Y) of 0.384, which is the strongest effect in the model. This indicates that job satisfaction is the most dominant factor in improving employee performance. On the other hand, leadership (X1) has a direct effect on



performance of 0.271, and work motivation (X2) has a direct effect of 0.233, showing that both variables also contribute directly to performance improvement, although their effects are not as strong as that of job satisfaction. Overall, these results indicate that all variables have positive direct effects, with job satisfaction as the most dominant variable influencing employee performance, followed by leadership and work motivation.

**Indirect Effect Analysis**

The indirect effects are calculated as follows:

$$X1 \rightarrow Z \rightarrow Y = 0.395 \times 0.384 = 0.151$$

$$X2 \rightarrow Z \rightarrow Y = 0.342 \times 0.384 = 0.131$$

**Table 11.  
Direct and Indirect Effects**

Variable	Direct	Indirect	Total
X1	0.271	0.151	0.422
X2	0.233	0.131	0.364

Based on the path analysis results, the leadership variable (X1) has an indirect effect on employee performance (Y) through job satisfaction (Z) of 0.151. This indicates that leadership not only affects performance directly but also indirectly through improving employee job satisfaction. In other words, better leadership enhances job satisfaction, which in turn leads to improved employee performance.

Similarly, the work motivation variable (X2) has an indirect effect on employee performance through job satisfaction of 0.131. This suggests that work motivation contributes to improving employee performance through the mediating role of job satisfaction. Employees with higher motivation tend to experience greater job satisfaction, which subsequently improves their performance.

When compared, the indirect effect of leadership (0.151) is greater than that of work motivation (0.131), indicating that leadership plays a stronger role in enhancing job satisfaction as a mediating variable.

Overall, these results demonstrate that job satisfaction serves as an important intervening variable that strengthens the relationship between leadership and work motivation on employee performance.



## Discussion

The results of this study indicate that leadership has a positive and significant effect on both job satisfaction and employee performance. This finding suggests that the quality of leadership—encompassing communication skills, decision-making ability, and support for subordinates—can create a conducive work environment that enhances job satisfaction. In public organizations such as BASARNAS, which are characterized by high work pressure, the role of leadership becomes increasingly crucial in maintaining employees' psychological stability.

These results are consistent with the study by Hoch et al. (2018) in the *Journal of Leadership & Organizational Studies*, which states that transformational leadership has a significant effect on job satisfaction and employee performance. Furthermore, a recent study by Nguyen et al. (2023) also shows that adaptive leadership can improve employee engagement and performance through increased job satisfaction as a mediating variable.

In addition, work motivation is proven to have a significant effect on both job satisfaction and employee performance. This indicates that intrinsic drivers such as the need for achievement, responsibility, and recognition play an important role in improving performance. These findings are consistent with the motivation theory proposed by Latham (2012), which states that motivation is a key factor determining the intensity and direction of work behavior.

This study also supports recent empirical findings in the *Human Resource Management Journal*, which reveal that work motivation has a positive relationship with employee performance through job satisfaction as a mediating variable (Kim & Park, 2022). This suggests that increasing motivation not only has a direct impact but also strengthens employees' psychological conditions in the form of job satisfaction.

Job satisfaction in this study is proven to have the most dominant influence on employee performance. This indicates that employees' psychological aspects are key factors in improving performance, especially in organizations with high-risk job characteristics such as BASARNAS. This finding reinforces the theory proposed by Robbins and Judge (2020), which states that job satisfaction is a primary determinant in enhancing individual performance.

The path analysis results further show that job satisfaction acts as a partial intervening variable in the relationship between leadership and work motivation on employee performance. This means that leadership and work



motivation influence performance not only directly but also indirectly through job satisfaction as a psychological mechanism.

## CONCLUSION

Based on the results of data analysis and hypothesis testing that have been conducted, the following conclusions can be drawn:

1. Leadership has a positive and significant effect on employee performance. This indicates that the better the quality of leadership, the higher the level of employee performance.
2. Work motivation has a positive and significant effect on employee performance. This means that increased work motivation will lead to improved employee performance.
3. Leadership has a positive and significant effect on job satisfaction. This shows that effective leadership is capable of enhancing employees' job satisfaction.
4. Work motivation has a positive and significant effect on job satisfaction. This implies that higher work motivation leads to higher levels of job satisfaction among employees.
5. Job satisfaction has a positive and significant effect on employee performance. This indicates that job satisfaction is an important factor in improving employee performance.
6. Job satisfaction acts as an intervening variable in the relationship between leadership and work motivation on employee performance. The analysis results show that job satisfaction significantly mediates the influence of leadership and work motivation on employee performance, although direct effects still exist.

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