

ABSTRACT

This study aims to examine and investigate the influence of work motivation and leadership style on employee performance with job satisfaction as a mediating factor at Shopee Indonesia. The research employs a quantitative design with data collected through questionnaires. Statistical analysis was conducted to examine the direct and indirect relationships among variables, as well as the mediating role of job satisfaction.

The population and sample in this study consist of all Generation Z employees at Shopee, totaling 110 individuals. The data collected from the questionnaires were analyzed using SEM-PLS with the SMARTPLS 4 software.

The results show that leadership style has a positive but statistically insignificant effect on job satisfaction, while it has a positive and significant impact on employee performance. Job satisfaction is found to have a significant and positive relationship with performance and strongly mediates the relationship between work motivation and employee performance. Conversely, work motivation has a positive and significant effect on job satisfaction but does not significantly affect employee performance directly. Furthermore, job satisfaction does not significantly mediate the effect of leadership style on employee performance. These findings suggest that improving work motivation and job satisfaction is crucial for enhancing employee performance, especially among Generation Z employees in a modern work environment such as Shopee Indonesia.

Keywords: Work Motivation, Leadership Style, Job Satisfaction, Employee Performance