

(Research) Article

The Influence of Transformational Leadership Style, Organizational Communication, and Career Development on Employee Performance with Job Satisfaction as an Intervening Variable

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Abstract. The purpose of this study was to analyze the impact of transformational leadership style, organizational communication, and career development variables on employee performance at the Directorate General of Regional Development, Ministry of Home Affairs of the Republic of Indonesia through job satisfaction variables. A quantitative research study using questionnaire collection techniques and Smart-PLS SEM with 149 permanent employees as sample data. The findings showed that transformational leadership style and career development had a positive but insignificant effect on job satisfaction while organizational communication had a significant impact on job satisfaction. In addition, transformational leadership style, work communication, and career development have a significant positive effect on employee performance but not on job satisfaction. Another result was that job satisfaction could not mediate transformational leadership style and career development on employee performance, but it was able to mediate the relationship between organizational communication and employee performance. Therefore, it is recommended for management to focus on fostering effective communication channels and career development programs to improve employee performance.

Keywords: Career Development, Employee Performance, Job Satisfaction, Organizational Communication, Transformational Leadership Style.

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1. INTRODUCTION

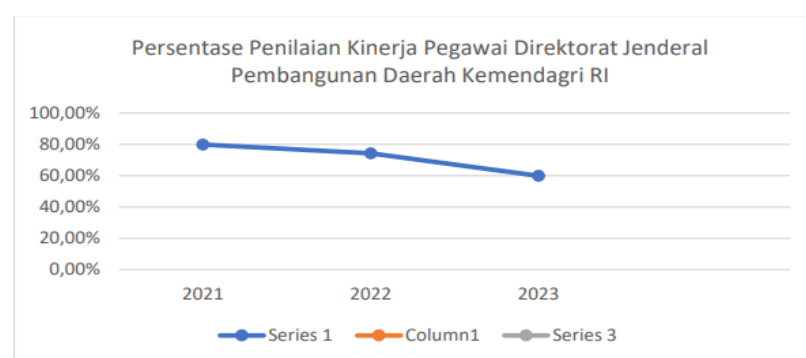
Success organization influenced by sources Power the human resources it has . Organization must have source Power competent and quality human resources so that performance quite optimal, so that organization can survive and grow with good . Sinambela (2019) stated that If organization own power committed , quality , skilled and professional work so can guaranteed organization the can develop with good . Then in order to achieve the goal organization need manage and develop source Power the human in a way appropriate so that create power quality and high - performance work tall .

Basically success something organization is influenced by the results Work employees who work in it . Moehariono (2014) stated performance is the extent to which a program, policy , or activity succeed in reach objective organization including vision and mission organization through planning strategic . Then performance is results obtained individual or a group of people in finish obligations and responsibilities responsibility imposed to him (

Wahyuni , et. al., 2023). According to Mangkunegara (2017) , performance is results Work in matter quality and quantity obtained by a person employee moment operate task in accordance with not quite enough the answer given to him . This performance directed For reach objective organization through legal way according to with applicable regulation as well as in harmony with moral and ethical values (Sinambela , 2019).

Related with matter This Kasmir (2016) stated performance employee is things that have been obtained somebody in his work , if look at performance from aspect results then what becomes focus is how much good and how much many have produced , both That in matter quality and quantity . Directorate General of Regional Development as subject study is part from Ministry of Home Affairs which has role strategic in management development regions in Indonesia, functioning give guidance , consultation , and supervision to government areas for development walk in accordance standard national . Organization This make an effort increase capacity government area through effective management and improvement performance employee .

However results measurement performance carried out during period time 2021-2023 is not joyful Because happen decline value and is still below the target. In Figure 1 it can be seen that evaluation performance employee experience decline , average achievement performance employees in 2021 amounted to 79.84%, last 2022 experience decline become by 74.19% and experienced decline return become by 59.89% in 2022. Of course performance employees also not yet reach the target of 100%. Then required solution For raise performance as well as achieve the targets that have been set determined , with notice a number of factors that can influence performance . Some factor affecting performance employee based on study previous and discussion with management company that is style leadership , communication organization , development career , as well as satisfaction Work .



Source : Directorate General at the Ministry of Home Affairs of the Republic of Indonesia

Figure 1. Graph Percentage Employee Performance Assessment.

Handoko (2009) stated leadership is abilities possessed somebody For influencing others to work reach goals and objectives . One of them style leadership that can increase performance to employee yes is style leadership transformational . Marbawi et al. (2022) stated leader stylish transformational notice need development every followers and help they see existing problems with perspective new . Leadership Transformational is style leadership that

can arousing and motivating employees , so that can develop and achieve something performance at the level high (Prayudi , 2020).

In the research previously by Adiwantari et al. (2019) and study another by Syarif & Riza (2022) states that style leadership transformational influential positive and significant to performance Employees . Leadership style transformational , in A organization or company in achievement objective need effective communication . Afiani et al. (2019) also showed that leadership effective transformational can increase involvement employees who on his turn impact positive on performance employee .

Communication organization own role important in support leadership and influence behavior Work in organization . Research by Fatmawati (2022) shows that effective communication need originate from various direction on to down , down to top , and horizontal well in formal and informal channels . Communication organization that is carried out with Good can facilitate understanding together , improve coordination , as well as strengthen motivation and performance employees , so that contribute in a way positive to achievement objective organization .

Communication organization influential positive in a number of aspect main organization . According to study Amaludin (2020) shows existence influence positive and significant from communication effective organization to performance organization And motivation member . The existence of influence positive and significant from communication effective organization to performance organization and motivation members (Zahara , 2018). Good communication allows leader For play a role as effective communicator , who can increase participation members and achieve objective organization .

According to Rivai (2015) development career is a process of improvement ability Work individual For reach career that desired . Formally , the development career play a role important in guard motivation and commitment power work . The company hopes his employees respond with show good performance in return on support provided For development career they (Balbed & Sintaasih , 2019). According to Ady & Wahdaniah (2022) Development career own influence positive and significant to performance civil servants (PNS). This means that with existence development good career , civil servant performance also increases .

Based on study Nugraha et al. (2022) is known that the more tall level development career , then performance employees are also increasingly increase It means influential positive and significant . Then research conducted by Ady & Wahdaniah (2022) also revealed this that development career give influence positive and significant to performance civil servants (PNS). This show that development program good career No only increase ability employee but also motivating they For give results more optimal work .

Every individual own need in his life . Desire For fulfil need the push man For do various activity as well as satisfaction individual . Satisfaction Work is something form attitude pleasant and reflective emotions love to the work he is doing . Satisfaction Work defined as

level affection positive a worker to work and situation work (Paparang et al., 2021) . And Luthans (2012) stated satisfaction Work is condition positive emotions or feeling the joy that appears from evaluation to work or experience Work somebody .

Paparang et al., (2021) state that Satisfaction Work influential positive and significant to performance employees . Research results This show that level satisfaction good work in the company can increase performance employee in a way the whole . Then results research conducted Azhari & Supriyatin, (2020) state that Satisfaction Work influential positive and significant to performance employees . Research results This show that satisfaction Work in something the company is very important For support activity operational .

Satisfaction Work as variables media i from variables free style leadership transformational , communication organization and development career For increase variables bound performance employee satisfaction Work capable mediate influence style leadership transformational For can increase performance employees (Ardiaz , 2017) where style leadership transformational will increase motivation employees and ultimately will increase performance employees . Satisfaction Work can mediate influence communication organization to performance employee according to Pranita & Dewi (2018) and Rokib & Santosa (2018), meaning satisfaction Work capable mediate communication the work of the employees For increase performance . Lastly , satisfaction Work can mediate influence development career to improvement performance employee according to Pratama & Pasaribu (2020) and Wardhani & Hasan (2024).

2. METHODOLOGY

Study started with identify problems at the location study , formulate problems , and develop theory base For strengthen basis of each variable . Data collection techniques sample in study This is use method Slovin , namely amount sample counted based on amount population . Study This use methodology quantitative and the results data survey counted with use SEM (*Partial Least Square*) technique . Population in study This is employee still Directorate General of Regional Development, Ministry of Home Affairs of the Republic of Indonesia , 238 employees fixed . Method with election member the sample done in a way random from population without pay attention to the strata in population (Sugiyono , 2015) . Then with using the Slovin formula or Taro Yamane with level 5% error obtained the total sample size is at least 149 respondents .

Online questionnaire with Likert scale used For collect primary and secondary data . Items for every variables adapted from studies previously with A little modification . Indicator from variables style leadership transformational according to Robbins & Judge (2017) is indicators : charisma , motivation inspirational , individual attention , and stimulation intellectual . Understanding , enjoyment , influence on attitudes , relationships good , and action used as indicator For variables communication organization (Lestari, 2021). Satisfaction

Work evaluated use indicators : work , salary , supervision , and colleagues work by Afandi (2018) . Development career measured use indicator : needs career , treatment fair , information career , and promotion (Rivai , 2015). As well as performance employee evaluated use indicators : quality , quantity , reliability , accuracy time , effectiveness , and independence according to Robbins and Judge (2017).

Result data stuffing from the respondents tested validity and reliability before used . Modeling equality structural (SEM) can used in investigation knowledge social For analyze results econometrics and psychometrics due to in a way causal can evaluate the additive model that has been verified in a way theoretical (Haenlein & Kaplan, 2004; Statsoft , 2013). Data analysis using PLS-SEM (*Partial Least Square Structural Equation Modeling*) has advantages and disadvantages , esp related with assumptions and statistics the resulting match , as well as based on the Covariance SEM (CB-SEM) and PLS-SEM approaches . For CB-SEM you can used , with more criteria complex , which appears when the program fails produce results consequence lack of model identification (Sarstedt & Hwang, 2020; Reinartz et al., 2009). On the other hand , PLS-SEM can overcome constraint This with create complex models from connection causal with latent variables . This stand or immune to statistics multivariate which is simultaneously manage Lots variables explanatory and variable response .

3. RESULTS

In study In this case , primary data was collected through distribution questionnaire For evaluate characteristics respondents and responses respondents . According to Table 1 summarizes findings data processing , 66 (44%) of 149 respondents is male and 83 (56%) were women . Percentage the biggest from respondents , 74 (49.6%), were in range aged 20 to 30 years , while percentage lowest , 4 (2.7%) with age over 50 years . While level education most is S1 or Title Bachelor as many as 95 respondents (63.8%), while least respondents with level There were 14 people (9.4%) with high school/vocational school education . with work period most namely 3-8 years totaling 73 respondents (48.9%), work period longest as many as 10 (6.8%), while for the period of work latest under 3 years there were 25 respondents (16.7%).

Table 1. Characteristics Respondents.

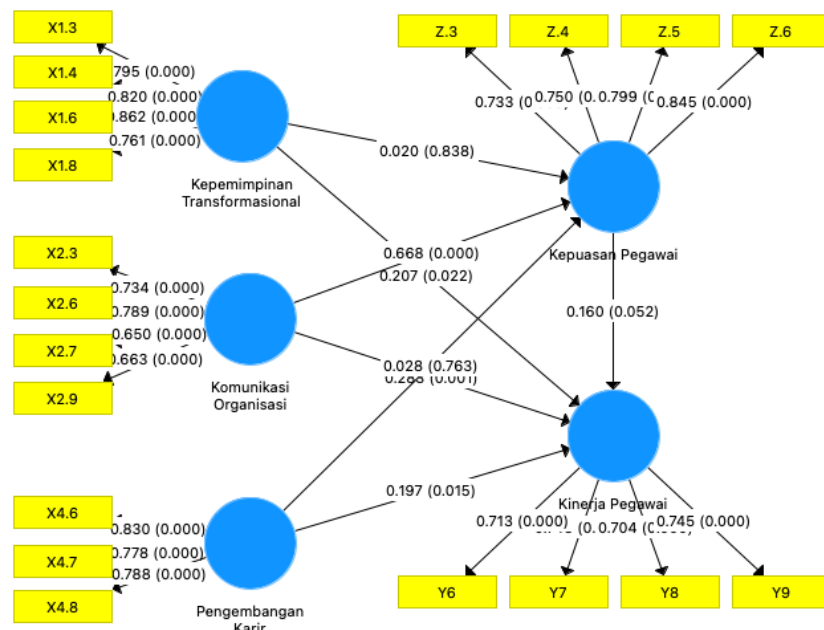
No	Type Sex	Age	Education	Years of service
1	Women= 83 (56%)	20 – 30 = 74 (49.6%)	High School/Vocational School = 14 (9.4%)	< 3 = 25 (16.7%)
2	Male = 66 (44%)	31 – 40 = 52 (34.9%)	Diploma = 16 (10.7%)	3 – 8 = 73 (48.9%)

3	41 – 50 = 19 (12.8%)	S1	= 95 (63.8%)	9 – 14 = 41 (27.6%)
4	>50 = 4 (2.7%)	S2	= 24 (16.1%)	>15 = 10 (6.8%)

Source : Data Processed

Validity and Reliability Test

In evaluate something *outer model* in PLS, there is four criteria For measure validity and reliability is see *Convergent Validity* there are also three other criteria , namely *Discriminant Validity*, *Average Variance Extracted (AVE)* , *Composite Reliability* or *Cronbach's Alpha* . On *Convergent Validity* output from SmartPLS For *loading factor* give results like can read in Figure 2, which shows that *loading factor* give recommended values that is, a minimum of 0.7 while 0.6 is permitted provided criteria other Good . The value of the items generated by the construct competence work , training work , discipline work , motivation work and performance employee is valid or has fulfil *convergent validity* .



Source : Data Processed

Figure 2. Outer Model Analysis.

Discriminant Validity is mark cross *loading factor* used For know whether construct own adequate and known discriminant mark *cross loading* on each construct own mark more from 0.7. This is will show manifest variables in study This has appropriate explain variables its latent and can prove that all items are valid. For see *discriminant validity* other is with mark *square root if average extracted* (AVE) where recommended values is above 0.5 . Can seen from Table 2, that every constructs that have AVE value is higher from 0.5. This is has show that at every construct the has own mark good validity from every indicators .

Table 2. Mode Goodness of Fit.

Variable	AVE	Composite Reliability	Alpha Cronbach	R ²
Leadership Transformational	0.656	0.884	0.825	-
Satisfaction Work	0.613	0.663	0.790	0.470
Employee Performance	0.528	0.817	0.703	0.411
Communication Organization	0.606	0.803	0.774	-
Development Career	0.638	0.841	0.717	-

Source : Data Processed

Testing from *composite reliability* aim For test reliability instrument in a research model . *Composite reliability results* can show satisfactory value If has a value above 0.7 which means that the data obtained is *reliable* . From Table 2 it can be seen known that every construct or variables the own mark *composite reliability* above 0.7 which means own good reliability . Reliability test this can also be done strengthened with *Cronbach's Alpha* Where output from SmartPLS must give results For all construct is above 0.70 (Table 2), this This in accordance recommended value is above 0.70 (Ghazali, 2014).

Fit Model

In To assess the outer model in PLS, the R-Square value is a test of the goodness-fit of the model. Table 2 provides R-Square value 0.470 for variables satisfaction Work meaningful employee that style leadership transformational , communication work and development career capable explain satisfaction Work in a way strong by 72.3%. Meanwhile performance employee give R-Square value 0.411 which means that style leadership transformational , communication work and development career through mediation satisfaction Work capable explain variant performance employee in a way currently of 41.1%. The R-Square values of 0.75, 0.50, and 0.25 can be it is said that the model strong , medium , and weak . (Hair et al., 2014).

Analysis *goodness of fit* used For know what is the result model analysis Enough Good in explain the phenomenon being studied . From the results analysis *goodness of fit model* obtained Q-Square value of calculation is of 0.193. This is can indicates that from calculation statistics obtained that the model is less Good Because variation variables involved in the model has can explain variables that influence performance employee by 19.3%. Meanwhile the remaining 80.7% is other factors that can influence performance employee including of course in it error .

For F-Square value is as following : (1) Variables leadership transformational to performance employee own mark $f^2 = 0.042$, then small effect ; (2) Variable communication organization to performance own mark $f^2 = 0.068$ then small effect ; (3) Variable development career to performance own mark $f^2 = 0.038$, then effect small ; (4) variable satisfaction Work to performance have mark $f^2 = 0.023$ with small effect ; (5) Variable leadership

transformational to satisfaction Work own mark $f^2 = 0.000$, then No There is effect ; (6) Variable Variables communication organization to satisfaction Work have mark $f^2 = 0.727$, then very large effect ; and (7) Variable development career to satisfaction Work own mark $f^2 = 0.001$, then No There is the effects that occur from variables exogenous to mediation .

Influence Direct and Influence No Direct

From the results reporting of the *bootstrapping* process , the significance of the predictive model at the time testing the structural model determined with inspect results P-value . P-value is less of 0.05 (5%) shows existence significant relationship , while the P-value is greater big of 0.05 (5%) shows No significant . It can also be done with see from mark parameter coefficients compared with mark T- statistic significance , which is the T Table at alpha 0.05 (5%) is of 1.96 which can used determine significance some data. Then with T table and T- count (T statistic) can compared and produced In conclusion , positive value will show direction effect positive , whereas mark negative show direction effect negative .

Table 3. Testing the Direct Effect and Mediating Test.

Descr ption		Original Sample	Standard Deviation	T- Statistic s	P Valu es	Remarks
Direct						
Leadership Transformational → Satisfaction Work		0.020	0.095	0.210	0.834	Positive – Not Significant
Leadership Transformational → Employee Performance _		0.207	0.087	2,370	0.018	Positive – Significant
Communication Organization → Satisfaction Work _		0.668	0.066	10,185	0.000	Positive – Significant
Communication Organization → Employee Performance _		0.283	0.087	3,263	0.001	Positive – Significant
Development Career → Satisfaction Work _		0.028	0.095	0.294	0.769	Positive – Not Significant
Development Career → Employee Performance _		0.197	0.083	2,440	0.019	Positive – Significant
Satisfaction Work → Employee Performance		0.160	0.082	1,948	0.052	Positive – Not Significant
Mediating						
Leadership Transformational → Satisfaction Work → Employee Performance		0.003	0.016	0.201	0.841	Not Mediation

Communication Organization	0.107	0.056	1,997	0.047	Mediation
→ Satisfaction Work →					
Employee Performance					
Development Career	→ 0.004	0.016	0.288	0.773	Not Mediation
Satisfaction Work	→				
Employee Performance					

Source : Data Processed

In Table 3, for influence directly . It is known results **Hypothesis 1** that is For test whether style leadership transformational influential to satisfaction Work employee , then results test show that coefficient style leadership transformational own influence positive to satisfaction with value of 0.020 and t- statistic of 0.210 where stated No significant Because its value more small from 1.96 or with seeing a p-value of 0.834 which is higher big from 0.05. Can concluded based on study This that style leadership transformational own influence positive and negative significant towards Satisfaction Work employee .

Then results from **Hypothesis 2** that is For test relationship satisfaction Work employee influential to performance employee , then can obtained results tests that show that Satisfaction Work employee own influence positive to performance employee Because the value is 0.207 and the t statistic is 2.370 where the t statistic is stated significant Because its value more big from 1.96 or with seeing a p-value of 0.000 which is more small from 0.05. Then concluded that based on study This Expressing Satisfaction Work employee own influence positive and significant to performance employee .

In **Hypothesis 3** that is For test connection influence communication organization towards Satisfaction Work employee , then can obtained results tests that show that coefficient communication organization own influence positive towards Satisfaction Work employee Because with value of 0.668 and t -statistic of 10.185 where the t -statistic is stated significant Because its value more big from 1.96 or with seeing a p-value of 0.018 which is more small from 0.05. Then concluded that based on study This state communication organization own influence positive and significant towards Satisfaction Work employee .

Furthermore **Hypothesis 4** , namely For test connection communication organization influential to performance employee , then can obtained results tests that show that Satisfaction Work employee own influence positive to performance employee Because the value is 0.283 and the t statistic is 3.263 where the t statistic is stated significant Because its value more big from 1.96 or with seeing a p-value of 0.001 which is more small from 0.05. Then concluded that based on study This state communication organization own influence positive and significant to performance employee .

It is known in **Hypothesis 5** that is For test whether development career influential towards Satisfaction Work employee , then results test show that coefficient style leadership transformational own influence positive to satisfaction with value of 0.028 and t- statistic of 0.294 where stated No significant Because its value more small from 1.96 or with seeing the

p-value of 0.769 which is more big from 0.05. Can concluded based on study This that style development career own influence positive and negative significant towards Satisfaction Work employee .

Furthermore results from **Hypothesis 6** that is For test connection development career influential to performance employee , then can obtained results tests that show that Satisfaction Work employee own influence positive to performance employee Because the value is 0.197 and the t statistic is 2.440 where the t statistic is stated significant Because its value more big from 1.96 or with seeing a p-value of 0.019 which is more small from 0.05. Then concluded that based on study This state that development career own influence positive and significant to performance employee .

Lastly on influence directly , on **Hypothesis 7** that is For test connection influence of satisfaction Work employee to performance employee , then can obtained results tests that show that Satisfaction coefficient Work employee own influence positive to employee performance Because with mark the coefficient is 0.160 and the t statistic is 1.848 where the t statistic is stated No significant Because mark more small from 1.96 or with seeing a p-value of 0.052 which is more big from 0.05. Then concluded that based on study This Expressing Satisfaction Work employee own influence positive and negative significant to performance employee .

For influence No direct so Table 3 shows results from **Hypothesis 8** is used For test whether style leadership transformational influential to performance mediated employees satisfaction work , then results test show that mark influence as big as positive 0.003 with No significant , because the p-value is 0.841 more than big from 0.05 means No mediate . To **Hypothesis 9** is used For test whether communication influential organizations performance mediated employees satisfaction work , then results test show that mark influence as big as positive 0.107 with significant , because the p-value is 0.047 more than small from 0.05 means can mediate . Lastly is **Hypothesis 10** For test whether development career influential to performance mediated employees satisfaction work , results test show that mark influence as big as positive 0.004 with No significant because the p-value is 0.773 more big from 0.05 means No can mediate .

For analysis know whether mediation This happen as mediation partial or full (Baron & Kenny, 1986) can known that mediation satisfaction Work between style leadership transformational to performance employee , no happen mediation although connection directly one of them significant (style leadership transformational direct to performance) but No direct results obtained is No significant . Likewise when see connection between development career influence performance employee with variables satisfaction Work employee as mediation seen No happen mediation although direct influence However No direct the results that obtained is No significant . While the relationship between communication organization influence performance employee with Satisfaction variable Work

employee as mediation seen happen mediation full Because Good direct and No direct results obtained is significant .

4. DISCUSSION

Influence style leadership transformational to performance employee

The results show style leadership transformational own influence positive and significant to performance employee results This supported by statistical tests and results hypothesis . Leadership style transformational own significant influence to performance employee Because capable inspire , motivate , and build commitment in organization . Leader transformational push employee For beyond interest personal for achievement objective together with give clear vision , support emotional , as well as encouragement For think creative and innovative . In research this , the average answer from respondents in fill in questionnaire part big employee agree . This is show that statement from employees on variables leadership transformational is good . Research results This supported by Saharso & Fadilah (2024) and Saharso & Fachrurrozi (2025) , leadership transformational influential positive and significant to performance employees . Besides that , the result research conducted by Savira et al. (2022) also stated leadership transformational influential positive and significant to performance employee .

Influence style leadership transformational to satisfaction Work employee

From the results calculation statistics obtained conclusion that style leadership transformational own influence positive and negative significant to satisfaction Work employees . The more tall mark style leadership transformational will the more low satisfaction Work from employees , on the other hand the more low style leadership transformational so will the more high satisfaction employees ' work . Somebody with level high satisfaction show attitude positive to his work , while someone who doesn't satisfied will show attitude negative to his job . According to study Puspita & Hendarsjah (2022) showed existence influence positive and negative significant from style leadership transformational towards Satisfaction Work employee . Same as research conducted by Hendriawan & Nurjanah (2024) which stated style leadership transformational influential positive and negative significant towards Satisfaction Work employee .

Influence communication organization to performance employee

Analysis results study This show that communication Work own influence positive significant to performance employees . Impact This indicates when employee own good communication , then opportunity For increase its performance become more big . Inside organization or companies , effective communication is really needed by leaders and employees , with existence effective communication can make objective companies that have planned can achieved . Average answer from respondents in fill in questionnaire part big employee agree matter This show that level communication good organization . Research

Which implemented by Saharso & Lestari (2024) stated that that communication influential positive and significant to performance employee . According to study Widiawati et al. (2023), shows existence influence positive and significant from communication effective organization to performance organization .

Influence communication organization to satisfaction Work employee

Analysis results study This show that communication organization own influence positive significant towards Satisfaction Work employee . Communication is one of the factors that can influence satisfaction work , this means if communication in organizations awake with Good so matter the will make connection between individual in company that is very good , This can increase or guard satisfaction Work employees . Therefore that , organization which encourages harmonious communication tend own more employees motivated and achievement - oriented objective together . The final results of the research This is communication organization towards Satisfaction Work employee influential positive and significant . The influence positive and significant in a way statistics Where results study This supported other research by Busri & Loliyani (2023) and research by Dipayana & Heryanda (2020).

Influence development career to performance employee

Analysis results in study This show that development career own influence positive and significant on Employee Performance . Findings This supported by various statistical tests , the results testing hypothesis , and study previously . Influence positive This show that with existence development good career , opportunities For increase performance employee become more big . Average answer from respondents in fill in questionnaire part big employee agree matter This show that level development good career . Research results supported by Saharso & Sundari (2023) and Yolinza & Marlius (2023), which state that development career own influence positive and significant to performance employee . Development good career can help individual For more value his work , improving skills , as well as own more commitment tall to his profession . Results This strengthened by research conducted by Nugraha et al. (2022).

Influence development career to satisfaction Work employee

From the results calculation statistics obtained conclusion that development career towards Satisfaction Work employee own influence positive and negative significant . Development career basically chance For increase skills , position , duties not quite enough answer employees who started with chance promotion , training , and so on by the party company . When the company Already open opportunity , then every employee will own willingness and ability For utilise opportunity that can increase satisfaction , except happen constraint in development his career . Research results This supported by Maghfiroh & Djati (2017) and strengthened research by Manopo (2015) which states that development career influential positive and negative significant towards Satisfaction Work employee

Influence satisfaction Work employee to performance employee

Research result show satisfaction Work own influence positive significant to performance employee Where findings This supported by several statistical tests and results hypothesis Where impact positive This indicates that the more big satisfaction obtained his employees , then opportunity For increase its performance become more big . Average answer from respondents in fill in questionnaire part big employee agree matter This show that level satisfaction Work good employee . Sinaga et. al. (2022) shows that satisfaction Work influential positive and significant to performance employee as well as research by Sutarman et. al. (2025), found that satisfaction Work is factor the most important thing that influences performance employee . A another study by Romadhona (2023), found that satisfaction Work is factor the most important thing that influences performance employee .

Influence style leadership transformational to performance employee through satisfaction Work employee

Satisfaction Work employee as variables mediation from variables free style leadership transformational For increase variables performance employees . From the results analysis found that satisfaction Work No Can play a role as mediation , however results This in accordance with results direct influence style leadership transformational to satisfaction work that is not significant as well as influence direct satisfaction Work to performance employees who also do not significant . However it turns out in a way direct style leadership transformational Can influential significant to performance without through satisfaction work , then There is other variables that are more appropriate as mediation of course . Leadership style transformational No can influence performance employee with mediation variables satisfaction Work employee is in accordance with research conducted by Handoko & Djastuti (2015), which means job satisfaction No capable mediate influence style leadership transformational leaders towards employees For increase performance . Research other with same result is research conducted by Lesmana , et. al. (2023) .

Influence communication organization to performance employee through satisfaction Work employee

Satisfaction Work employee as variables mediation from variables free communication organization For increase variables performance employees . From the analysis found that satisfaction Work employee is capable play a role as mediation so Good in a way direct or No direct communication Work can influential significant to performance employee in a way direct as well as through satisfaction Work in a way No directly . In direct satisfaction Work influential No significant to performance , then naturally communication must more emphasize on quality and quantity communication without hope to satisfaction employee . Make sure that communication walk with Good Good between both *peers* and superior subordinates and vice versa Can mediate influence communication to performance employees by variables satisfaction Work is in accordance with research conducted by Hamri

, et. al. (2024), as well as study other with same result is research conducted by Tyas & Parmin (2020).

Influence development career to performance employee through satisfaction Work employee

Variables satisfaction Work employee No can / able to as variables mediation from variables free development career For influential increase variables performance employees . From the analysis found that satisfaction Work employee is No Can play a role as mediation so Good in a way No direct development career No can influential significant to performance employee through satisfaction work . In a way direct development career influential significant to performance without through motivation , as well as development career also has an influence No significant to satisfaction work as well as satisfaction Work No significant its influence to performance , then development career must become attention Because No can influence satisfaction However can influence performance in a way directly . Satisfaction No can mediate influence Work The same team to performance employee is in accordance with research conducted by Ansori , et. al. (2025) and research others by Lestari and Waskito (2025).

5. CONCLUSION

Based on deep data analysis study This can taken conclusion as following : that testing hypothesis show style leadership transformational , communication work and development career own influence positive significant to performance employees and This can interpreted If a employee get stylish leader transformational , getting communication organization between *peer* , inter good and capable superiors and subordinates support implementation optimal work and have development good career so will cause improvement performance they . The more tall and good style leadership , communication and development career so the more good employees too in operate his duties and work as well as will get results on the contrary If happen the opposite . Different with results from variables satisfaction work that turns out No Can influence performance employee with Good .

Temporary That results variables free to variables mediation satisfaction Work Very interesting employees , just communication a good organization that is capable increase satisfaction the work of the employees This means satisfaction employee will increase when the more right and good communication employees ' work and vice versa the more bad and not appropriate communication employee so will the more low satisfaction his employees . However For style leadership transformational and development career No can For push or increase satisfaction Work employee Because mark its influence No significant . For solve matter this , it is necessary recognized what causes it matter This happened and sought mitigation so that it occurs change or Possible satisfaction Work No things that are really needed by employees , necessary variables other .

Then conclusion from satisfaction Work employee as mediation or intervening variables obtained results , satisfaction Work only can mediate communication organization to performance employee which means satisfaction Work capable support employee communication For increase its performance . However then , satisfaction Work it turns out No capable For mediate style leadership implemented transformational optimally by superiors as well as No also able to mediate development career to improvement employee performance , in other words leadership transformational and development career No need must accompanied by with employee satisfaction can get maximum performance . For solve it Possible need done approach with implement it use other intervening variables , such as motivation work , commitment organizations , and others .

Some suggestions that can be proposed to organization or company to happen improvement performance employee they is such as maintain and more give individual attention employee to create environment Work Which more supportive And conducive , encouraging employee For more active in respond information and interaction in a way directly , and organization can create environment more work dynamic , collaborative , and responsive to challenges that arise , and suggested for agency For more active in provide access and dissemination information career use support development professional employees , as well as give and reflect fair reward to contribution to its employees . It is expected with these suggestions employee performance become more good and optimal.

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