



Transformational leadership and career development on employee performance and job satisfaction as intervening variables

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ARTICLE INFO	ABSTRACT
<p><i>Article history:</i> Received Jun 31, 2024 Revised Feb 07, 2024 Accepted Feb 21, 2024</p> <p><i>Keywords:</i> Career Development; Employee Performance; Employee Job Satisfaction; Transformational; Leadership.</p>	<p>This research aims to examine the role of transformational leadership and career development on employee performance which is mediated by employee job satisfaction at PT. Alfa Scorpil Marelán. Design/methodology/approach: Data was collected from 47 workers working in the automotive industry, namely PT. Alfa Scorpil Marelán branch, Medan city. Data collection was carried out through a survey design. Data analysis was carried out through structural equation modeling using PLS-Smart. Findings: Transformational leadership was found to influence job satisfaction, career development influenced job satisfaction, transformational leadership influenced employee performance, career development influenced employee performance, job satisfaction influenced employee performance, job satisfaction did not mediate the influence of transformational leadership on employee performance, job satisfaction mediating the influence of career development on employee performance at PT. Alfa Scorpil Medan Marelán. Originality/value : This study describes the mechanism of the relationship between servant leadership, job satisfaction and career development.</p> <p><i>This is an open access article under the CC BY-NC license.</i></p>



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1. INTRODUCTION

Organizations carry out practices that are faced with various current challenges, the effects of world uncertainty, globalization, technological advances and practice crises. This change requires companies to rely on technology and service innovation which is influenced by government regulations, laws and national and international regulations. With the growing supply and demand for individual skills in companies, employees at both low and high levels have been categorized as company assets that need attention. Human resources (HRD) have the aim of achieving change and profit growth related to individuals, organizations and the socio-economic order.

Human resources and companies cannot be separated from leaders who hold the mandate to advance and develop the company. With transformational leadership as one of the key factors in achieving the company's goals and vision and mission in managing individual employees. These resources will become the steps to achieving company goals and transformational leadership becomes a barometer point in the company that plays a role in improving employee results and performance (Buil et al., 2019) . Employee professionalism and employee performance can be achieved by how transformational leadership operates in the company (Tanjung et al., 2020) .

After transformational leadership, it is also important for companies to provide ample space for career development for employees so that performance increases and motivation increases, which provides the best results for the company (Niati et al., 2021) . Career development and employee work experience are very important in providing maximum results for the company which has an impact on increasing employee performance (Permana et al., 2021) . Career development is a step that can be used by companies to maintain and increase employee productivity in order to achieve the company's mission and prepare employees for their future lives (Niati et al., 2021) . Increasing employee performance provides very good positive results (Xie et al., 2020) , namely that employee performance has a significant value metric function from training and motivates employees to develop their career development paths effectively.

The second factor to achieve employee performance is job satisfaction, in this case to encourage the realization of organizational goals effectively. Meanwhile, high or low job satisfaction in an organization will create opportunities or threats for the organization (Badrianto & Ekhsan, 2019) . Job satisfaction is closely related to the work results of employees carrying out their functions and responsibilities, so this will influence employee performance and for good results prioritizing maximum job satisfaction is the strategy carried out (Omar et al., 2020) . Job satisfaction reflects the extent to which people find satisfaction in doing their work. The pleasant feeling that arises from a person's perception that work is satisfying or allows the values of one's work to be fulfilled is said to be job satisfaction (Ratnasari et al., 2020) .

Transformational Leadership can help employees change the way they think to encourage progress and development within the organization. The results of research conducted (Choi et al., 2016) reveal that transformational leadership has a positive effect on Job Satisfaction. Good transformational leadership can be a good example for other people they follow, including employees. Research (Masturoh & Anggita, 2018) Transformational Leadership has a positive effect on Job Satisfaction. Transformational Leadership changes the employee's perspective and never suggests that all employees are the same. The leadership style with this model will give an impression of how to make tasks comfortable and make employees satisfied (Mufti et al., 2020) .

Research gaps in previous research, due to the fact that there are still differences in the results of previous research regarding the influence of transformational leadership on job satisfaction. So this research aims to fill the empty space between these research gaps, namely by highlighting mediator variables, namely career development variables. This research gap encourages researchers to elaborate more deeply and broadly on the relationship between these two constructs.

2. RESEARCH METHOD

2.1 Transformational Leadership on Job Satisfaction

Transformational Leadership can help employees change the way they think to encourage progress and development within the organization. The results of research conducted (Choi et al., 2016) reveal that transformational leadership has a positive

effect on Job Satisfaction. Good transformational leadership can be a good example for other people they follow, including employees. Research (Masturoh & Anggita, 2018) Transformational Leadership has a positive effect on Job Satisfaction. Transformational Leadership changes the employee's perspective and never suggests that all employees are the same. The leadership style with this model will give an impression of how to make tasks comfortable and make employees satisfied (Mufti et al., 2020) .

2.2 Career Development towards Job Satisfaction

Employees who have career development in the company will produce high job satisfaction, so the close relationship between these variables is inseparable. According to research conducted (Jufrizen, 2015) ; (Nami Nasution et al., 2018) revealed that career development and Job Satisfaction have a positive and closely related relationship.

2.3 Transformational Leadership - Employee Performance

In principle, transformational leadership motivates employees to do better, which can further increase employee self-confidence, the results of which will have an impact on improving employee performance. The results of research conducted (Haryadi et al., 2021) reveal that transformational leadership has a positive and important effect on employee performance. The more effective a leader who has a transformational leadership style is, the more employee performance will increase (Zeb Assistant Professor et al., 2015) .

2.4 Career Development - Employee Performance

Limited position structure is one of the causes of slow progress in employee career development, so it is necessary to develop and provide a solution, namely promotion, so that employee performance increases. The results of research conducted (Ming-Chu & Meng-Hsiu, 2015) reveal that increasing and maintaining employee career development in a company will also increase employee performance. Apart from that, research (Yusuf Iis et al., 2022) says that career will be in line and balanced with employee performance.

2.5 Job Satisfaction - Employee Performance

Employees with high job satisfaction can be assured of carrying out work activities in the organization with high employee performance results and organizational goals will be achieved. Research conducted (Rosalia et al., 2020) ; (Purnama, 2020) ; (Saban et al., 2020) found that job satisfaction has a significant effect on employee performance.

2.6 Mediating job satisfaction

The concept of job satisfaction has emerged for several years. Job satisfaction covers various aspects covered by the organization such as transformational leadership, employee performance, career development and others. Organizations initiate productivity programs for employee advancement, career development programs in the workplace are important not only for employees but also for the organization because these programs have a positive impact on employee performance. Recent studies show the importance of job satisfaction variables as mediators (Bhola & Nigade, 2016) ; (Wu et al., 2020) . (Groups & Issues, 2014) ; (Singgih et al., 2020) revealed that there is a relationship between the mediating role of job satisfaction on the relationship between the influence of work competence and employee performance and the mediating role of job satisfaction on the relationship between the work environment and employee performance.

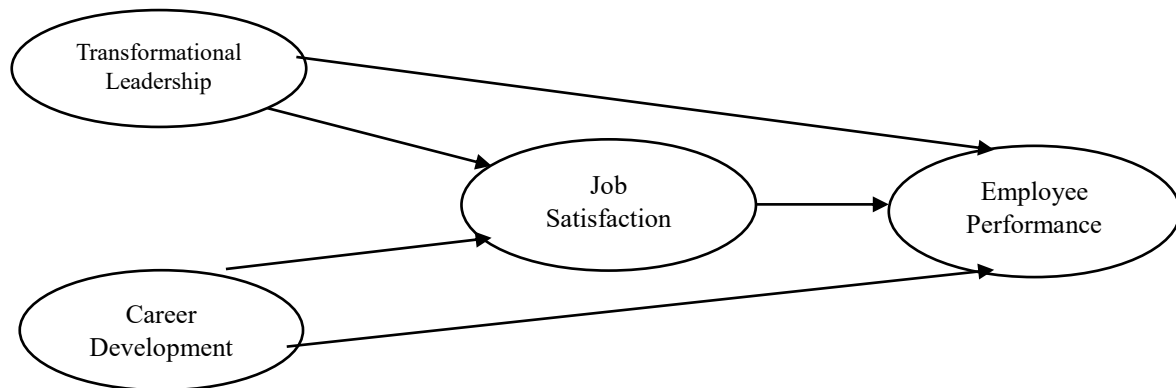


Figure 1. Conceptual framework

The method used in this research is a quantitative method. Data collection was carried out by distributing questionnaires to all employees. The questionnaire is designed to be closed except for questions/statements regarding the respondent's identity in the form of a semi-open questionnaire. Each closed question item is given five answer choices, namely: strongly agree (SS) score 5, agree (S) score 4, disagree (KS) score 3, disagree (TS) score 2, and strongly disagree (STS) score 1. The data processing method is to use PLS and use SmartPLS software version 3.0 as a tool. The population in this study were employees of PT. Alfa Scorpii Marelan in the city of Medan with 47 employees. Questionnaires were distributed electronically using simple random sampling techniques.

3. RESULTS AND DISCUSSION

The demographics of respondents show that the highest number of employees aged 28-37 years is 20 or 42%, then those aged 48-57 are 2 people or 0.42%, which means that employees are still relatively young so they can be productive at work. The male gender dominates at 37 people or 78% while the female gender is 21%. Furthermore, employee education with a bachelor's degree (S1) is 2 people or 0.42%, while high school education is 37 or 78%. Furthermore, there are fewer married employees, namely 17 people or 28% and unmarried employees are 72%.

Table 1. Respondent demographics

category	details	results	%
age	18 - 27	18	38%
	28 - 37	20	42%
	38 - 47	7	14%
	48 - 57	2	0.42%
gender	Man	37	78%
	Woman	10	21%
education	High School Equivalent	37	78%
	D3	8	17%
	D4	-	%
	S1	2	0.42%
	S2	-	%
	S3	-	%
married status	Marry	17	28%
	Not married yet	30	72%
	Divorce	0	0
years of service	15 years	30	63%
	5 - 10 years	10	21%

10 - 15 years	6	12%
> 15 years	1	0.02%

3.1 Analysis Model Measurement (Outer Model)

Testing internal consistency The composite reliability value with variable criteria is said to be reliable if the composite reliability value is > 0.600 (Hair, Hult, Ringle, & Sarstedt, 2014).

Table 2. Analysis Consistency Internal

	Cronbach's Alpha	Rho_A	Reliability Composite	AVE
Leadership (X2)	0.891	0.894	0.917	0.650
Satisfaction Work (Z)	0.900	0.905	0.921	0.626
Performance Employee (Y)	0.958	0.960	0.966	0.800
Employees engagement (X1)	0.886	0.896	0.917	0.655

Source : Processing Data (2022)

Analysis results consistency internal on table 1. obtained results If the career development variable has a composite reliability value of 0.917 > 0.600, it can be said to be a career development variable. reliable, then the job satisfaction variable has a composite reliability value of 0.921, > 0.600, so the job satisfaction variable is said to be reliable, the employee performance variable has a composite reliability value of 0.966, > 0.600, then the employee performance variable is said to be reliable, the transformational leadership variable has a composite reliability value of 0.917, > 0.600, then the transformational leadership variable is said to be reliable.

As for coefficients hypothesis testing path can be seen in the image below:

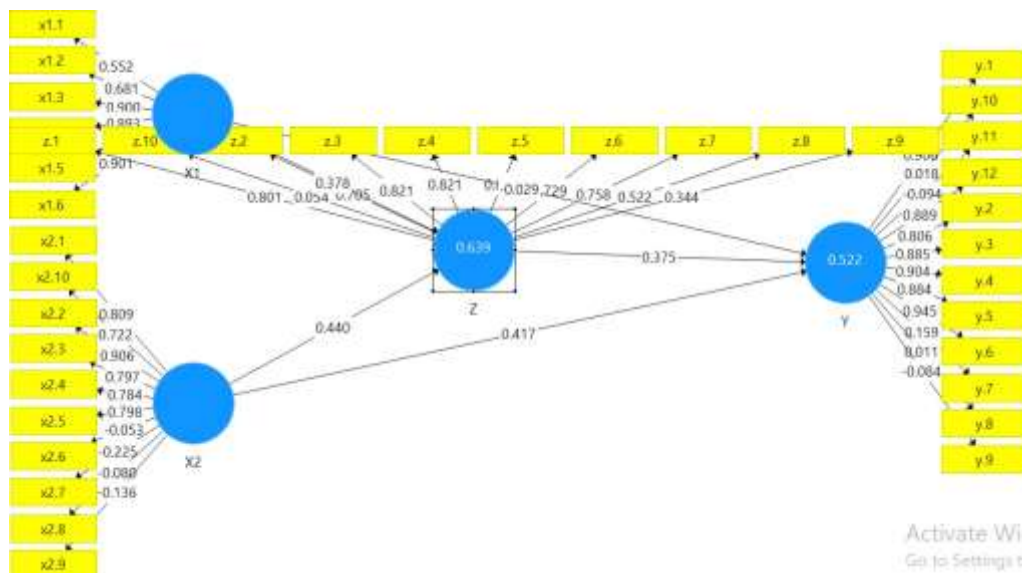


Figure1 Model Structural

3.2 Test Hypothesis

a. Testing Influence Direct

Direct influence hypothesis testing aims to prove the hypotheses influence something variable to other variables in a way directly (without intermediaries). If the path coefficient value is positive, it indicates that an increase in the value of

one variable is followed by an increase in the value of another variable . If the coefficient value track is negative indicates that increase variable followed by a decrease in the value of other variables . If the probability value (P-Value) < Alpha (0.05) then H_0 is rejected (the influence of one variable on other variables is significant). If the probability value (P-Value) > Alpha (0.05) then H_0 is rejected (the influence of one variable on other variables is not significant) (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016).

Table 2 Direct effects

	Original Samples	Samples Mean	Standard Deviation	t Statistics	P Values	Information
X2 - Z	0.383	0.384	0.203	2,884	0.001	Supported
X2 -Y	0.369	0.353	0.233	2,587	0.002	Supported
Z - Y	0.306	0.330	0.199	2,539	0.002	Supported
X1 -Z	0.444	0.453	0.216	2,056	0.004	Supported
X1-Y	0.042	0.053	0.317	2,133	0.001	Supported

Source : Processing Data (2021)

Based on table 2. The results of the analysis of the direct influence of the transformational leadership variable on the employee performance variable have a path coefficient of 0.042 (positive) . The influence of the transformational leadership variable on employee performance has P-Values amounting to $0.001 < 0.05$, so it can be stated that the influence of transdormational leadership on employee performance is significantly positive.

Direct influence of transformational leadership variables on variables job satisfaction has path coefficient of 0.444 (positive), Influence The transformational leadership variable on job satisfaction has P-Values equal to $0.004 < 0.05$, it is concluded that the influence transformational leadership on job satisfaction significant positive . The direct influence of the career development variable on the employee performance variable has a path coefficient of 0.243 (positive). The influence of career development variables on employee performance has P-Values amounting to $0.002 < 0.05$, it is said that the influence of career development on employee performance significant positive . The direct influence of the career development variable on the job satisfaction variable has a path coefficient of 0.369 (positive), The influence of career development variables on job satisfaction has P-Values amounting to $0.002 < 0.05$, it is concluded that the influence of career development on job satisfaction is stated to be significantly positive. The direct influence of the job satisfaction variable on the employee performance variable has a path coefficient of 0.306 (positive) . The influence of the job satisfaction variable on Employee performance has P-Values amounting to $0.002 < 0.05$, it can be concluded that the influence of job satisfaction on employee performance is significantly positive.

b. Testing hypothesis influence No direct

Testing the indirect influence hypothesis aims to prove the test through an intermediary.

Table 3 . Indirect effect

	P Values
X1-Z- Y	0.223
X2-Z- Y	0.002

Source : Processing Data (2022)

Based on table 3. The results of data analysis carried out by *P Values*, the indirect influence of the Transformational Leadership variable on Employee

Performance through Job Satisfaction is $0.223 > 0.05$, it is said that jobsatisfaction does not mediate the influence of transformational leadership on employee performance. Mark *P Values* influence No direct Career Development variable on Employee Performance through Job Satisfaction to of $0.002 < 0.05$ It is said that job satisfaction mediates the relationship between Career Development and Employee Performance .

3.3 Result

a. Transformational Leadership on Job Satisfaction

Leadership means coordinator and transformational of the two The words are *to* and *transform* which means changing form. So the transformational leadership style can be interpreted as the leader's way of changing a concept into a action Which real (Hidayanto & Kurniawan, 2022) defines transformational leadership as efforts that can change someone while still treating them as a complete human being.

The research results show that transformational leadership has an effect on employee performance variables, so an increase in the value of the transformational leadership variable will be followed by an increase in employee performance variables. This research is in line with the results of previous research conducted by (Gusman, 2014) ; (Atthohiri & Wijayati, 2021) ; (Masturoh & Anggita, 2018) ; (Khair et al., 2023) states that transformational leadership has an influence on job satisfaction. From the theoretical description and results of previous research, it is hypothesized that transformational leadership has an influence on job satisfaction.

b. Career Development towards Job Satisfaction

Corporate strategy in improving employee performance with method , namely training theory And technical Which made into one unit. Therefore, career development must be carried out. (Farisi et al., 2021) has obtained results from his research, namely that career development has a relationship with employee performance. The research results show The influence of career development on employee performance is significantly positive , supported by research (Siangchokyoo et al., 2020) ; (Munir et al., 2022) (Jufrizen, 2015) states that career development has an influence on job satisfaction. From the theoretical description and results of previous research, it is hypothesized that career development has an influence on job satisfaction.

c. Transformational Leadership on Employee Performance

leadership makes the relationship between leaders and employees collaborate with each other to achieve company goals together because transformational leadership is a type of leadership that effective. With thereby, can manage Source Power Man Which tall and good dedication within a company to improve performance. The research results state that transformational leadership has a positive and significant effect on employee performance , in line with ; (Sidik & Sutoyo, 2020) ; (Magasi, 2021) (Regiasa, 2014) ; (Nasution et al., 2023) transformational leadership has a positive and significant influence on employee performance.

d. Career Development on Employee Performance

Career development focuses on company development also in the future. Thus, career development activities must become an ongoing routine so that companies can compete. For _ Can get performance Which maximum from

employee, company must participate in providing support and motivation to their employees and assist their employees in developing the employee's abilities with maximum means and effort. The results of data analysis show that career development has a significant positive effect on job satisfaction . This result is in line with (Lestari et al., 2020) (Nuriman, 2021) ; (Nuriyah et al., 2021) ; (Arif et al., 2022) revealed that career development has a positive and significant influence on employee performance.

e. Job Satisfaction on Employee Performance

Job satisfaction is an emotional attitude or feeling of being happy and loving one's job. This attitude is reflected in work morale, discipline and work performance. Job satisfaction is enjoyed at work, outside work, and a combination of inside and outside work. Employee performance is said to be good, if satisfaction Work Which felt by employee also increasingly Good. In other words, good employee performance can be influenced by employee job satisfaction. Thus, job satisfaction in a company is needed to boost employee performance. Job satisfaction can be obtained in the form of basic salary, compensation, opportunities for salary increases, opportunities for promotion, awards, trips abroad, work relationships . The research results show that the influence of job satisfaction on employee performance is significant, this result is in line with (Badrianto & Ekhsan, 2019) ; (Buil et al., 2019) ; (Sutrisno et al., 2022) ; (Mujiatun, 2019) states that job satisfaction has an inseparable influence on employee performance.

f. Transformational Leadership on Employee Performance is mediated by Job Satisfaction

The research results show that transformational leadership influences employee performance mediated by job satisfaction. This result is in accordance with research conducted by (Rawashdeh et al., 2020) ; (Pratama et al., 2021) ; (Zainul Qoim, Eka Askafi, 2023) states that job satisfaction mediates the influence of transformational leadership on employee performance.

g. Career Development on Employee Performance is mediated by Job Satisfaction

Employee performance is the result of work achieved by someone in carrying out task in accordance not quite enough answer Which given to her. On Basically, companies don't just expect capable employees and skilled but most importantly they are willing to work and desire to achieve optimal work results . In line with research (Nami Nasution et al., 2018) ; (Saban et al., 2020) ; (Management et al., 2022) ; (Nugraha et al., 2022) ; that employee performance is the main predictor in mediating job satisfaction on employee performance. So the way to see and determine the company's development, performance is also a measurement of the quality and quantity of employee work achieved by an employee .

4. CONCLUSION

The results of the findings of this research, at the conclusion are ; Transformational leadership has an effect on satisfaction working as an employee of PT Alfa Scorpi i Marelan, Development career influences job satisfaction among PT Alfa Scorp employees i i Marelan, Leadership transformational influential to performance employee on employee of PT Alfa Scorp i i Marelan, Development influential career to employee performance to employees PT Alfa Scorpio i Marelan, Satisfaction influential work to employee performance for employees of PT Alfa

Scorpi i Marelan, Job satisfaction does not mediate the influence of transformational leadership on employee performance for employees of PT Alfa Scorpi i Marelan, Job satisfaction mediates the influence of career development on employee performance for employees of PT Alfa Scorpi i Marelan .

Research contribution: companies should pay attention to and improve things that can influence employee performance, in a way provide comfort to employees so that employees are more motivated and stay with the company . Leadership that can be a role model and be loved by employees, by increasing attention and maintaining communication with employees. For the contribution of future researchers , they should add other independent variables and increase the sample . The limitations in this research are that the number of respondents who responded and filled out the questionnaire was not appropriate and they were in a rush so they were not serious about filling out the questionnaire.

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