



Analysis of Transformational Leadership and Career Development on Employee Performance Employees With Job Satisfaction as a Mediating Variable in Regional General Hospital Dr. Pirngadi

Analisis Pengaruh Kepemimpinan Transformasional dan Pengembangan Karier terhadap Kinerja Karyawan dengan Kepuasan Kerja sebagai Variabel Mediator di Rumah Sakit Umum Daerah Dr. Pirngadi

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh kepemimpinan transformasional dan pengembangan karir terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel mediasi di Rumah Sakit Umum Daerah (RSUD) Dr. Pirngadi di Medan. Penelitian ini bersifat kuantitatif dengan pendekatan survei, menggunakan seluruh karyawan departemen pelatihan ($n = 74$) sebagai sampel. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan Partial Least Squares (PLS). Hasil penelitian menunjukkan bahwa kepemimpinan transformasional dan pengembangan karir memiliki efek positif dan signifikan terhadap kinerja karyawan dan kepuasan kerja. Kepuasan kerja juga ditemukan untuk memediasi hubungan antara kepemimpinan transformasional dan pengembangan karir dengan kinerja karyawan. Nilai R^2 untuk kepuasan kerja adalah 0,491 dan untuk kinerja karyawan adalah 0,635, menunjukkan bahwa variabel independen memiliki efek yang cukup kuat pada variabel dependen. Studi ini merekomendasikan agar RSUD Umum Dr. Pirngadi meningkatkan pemahaman karyawan tentang prosedur kerja, meninjau sistem gaji dan kompensasi, memperluas program pelatihan, dan mengembangkan kapasitas kepemimpinan transformasional pimpinan untuk mengoptimalkan kinerja karyawan.

ABSTRACT

This study aims to analyze the influence of transformational leadership and career development on employee performance with job satisfaction as a mediating variable at Dr. Pirngadi Regional General Hospital (RSUD) in Medan. This study is quantitative in nature with a survey approach, using all training department employees ($n = 74$) as the sample. Data were collected through questionnaires and analyzed using Partial Least Squares (PLS). The results showed that transformational leadership and career development had a positive and significant effect on employee performance and job satisfaction. Job satisfaction was also found to mediate the relationship between transformational leadership and career development with employee performance. The R^2 value for job satisfaction was 0.491 and for employee performance was 0.635, indicating that the independent variables had a fairly strong effect on the dependent variables. This study recommends that Dr. Pirngadi Regional General Hospital improve employee understanding of work procedures, review the salary and compensation system, expand training programs, and develop the transformational leadership capacity of leaders to optimize employee performance.

INTRODUCTION

Dr. Pirngadi Regional General Hospital in Medan, as one of the regional referral hospitals, plays an important role in providing quality health services to the community. In facing high service demands, complex medical cases, and the need to improve service quality, Dr. Pirngadi Regional General Hospital requires employees who are highly performing, professional, and responsive. Improving employee performance is not only driven by technical abilities alone, but also by organizational, psychological, and leadership quality factors. In the last five years, research has shown that transformational leadership has a significant influence on employee performance in the health sector. Isnanda et al. (2024) found that transformational leaders who are able to inspire, provide a clear vision, and give individual attention can increase employee motivation and commitment in carrying out their duties. In a hospital environment with a fast-paced and stressful work rhythm, this leadership style is believed to encourage employees to work more effectively, adaptively, and with a focus on excellent service. In addition to leadership, career development is an important factor in improving employee performance. Research by Pradana and Wijayanti (2022) explains that hospital employees who have opportunities for career development through

training, education, competency certification, and clear career paths tend to have higher work motivation and demonstrate optimal performance. This is relevant to the context of Dr. Pirngadi Regional General Hospital, which requires continuous improvement in employee competence to cope with developments in medical technology, accreditation standards, and increasing public expectations.

However, the influence of transformational leadership and career development on employee performance is not always direct. Psychological factors such as job satisfaction often become mediating variables that strengthen this relationship. Dewi and Putra (2023) state that job satisfaction plays an important role in creating employee loyalty, motivation, and commitment, thereby impacting performance improvement. Santya and Dewi (2022) also emphasize that job satisfaction significantly mediates the relationship between transformational leadership and employee performance in public service institutions.

In the context of Dr. Pirngadi Regional General Hospital, work dynamics are increasingly complex, ranging from high workloads, limited resources, demands for professionalism, to the need for fast and accurate services. These conditions can affect employee job satisfaction, especially if they are not supported by adequate career development or an inspiring leadership style. Problems such as limited training opportunities, perceptions of unclear career paths, and the need for direct guidance from leaders can impact employee performance. Therefore, it is important to analyze how transformational leadership and career development affect employee performance, as well as how job satisfaction acts as a mediating variable in the context of Dr. Pirngadi Regional General Hospital. This study is expected to provide an empirical description of the factors that can improve hospital employee performance, as well as provide recommendations for management in developing more effective and sustainable human resource management strategies.

LITERATURE REVIEW

Employee Performance

According to Rahman & Lataruva (2023), employee performance is defined as the extent to which an employee is able to achieve expected results or meet established standards in the context of their work. Measurements include productivity, work quality, compliance with policies, creativity, initiative, attendance, and contribution to the achievement of organizational goals.

Job Satisfaction

According to Atmaja (2022), job satisfaction is a pleasant emotional attitude and love for one's work.

Career Development

Rivai & Sagala (2020) define career development as the process of continuously improving an individual's competencies, experience, and potential to achieve a higher position within an organization.

Transformational Leadership

Yukl (2020) defines transformational leadership as a process in which leaders change or transform the values, attitudes, and goals of organizational members by providing ideal influence, inspirational motivation, intellectual stimulation, and individual attention.

Conceptual Framework

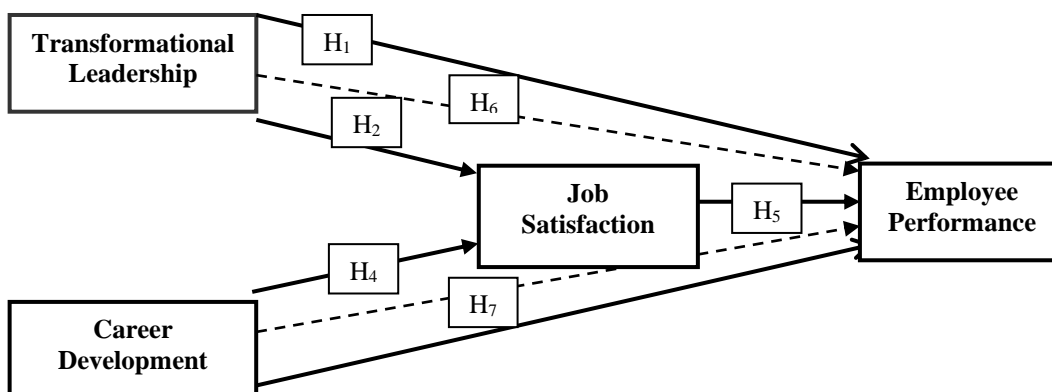


Figure 1. Conceptual Framework



Research Hypothesis

- H1: Transformational leadership has a positive and significant effect on employee performance at Dr. Pirngadi Regional General Hospital.
- H2: Transformational leadership has a positive and significant effect on job satisfaction at Dr. Pirngadi Regional General Hospital.
- H3: Career development has a positive and significant effect on employee performance at Dr. Pirngadi Regional General Hospital.
- H4: Career development has a positive and significant effect on job satisfaction at Dr. Pirngadi Regional General Hospital.
- H5: Job satisfaction has a positive and significant effect on employee performance at Dr. Pirngadi Regional General Hospital.
- H6: Transformational leadership has a positive and significant effect on employee performance through job satisfaction at Dr. Pirngadi Regional General Hospital.
- H7: Career development has a positive and significant effect on employee performance through job satisfaction at Dr. Pirngadi Regional General Hospital.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing transformational leadership and career development on employee performance with job satisfaction as a mediating variable at Dr. Pirngadi Regional General Hospital.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Career Development	Employee Performance	Transformational Leadership	Work Satisfaction
X1.1			0.833	
X1.2			0.812	
X1.3			0.840	
X1.4			0.874	
X1.5			0.808	
X2.1	0.881			
X2.2	0.859			
X2.3	0.849			
X2.4	0.902			
Y.1		0.752		
Y.2		0.858		
Y.3		0.840		
Y.4		0.866		
Y.5		0.864		
Y.6		0.822		
Y.7		0.656		
Z.1				0.821

	Career Development	Employee Performance	Transformational Leadership	Work Satisfaction
Z.2				0.854
Z.3				0.856
Z.4				0.908
Z.5				0.775

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.60 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

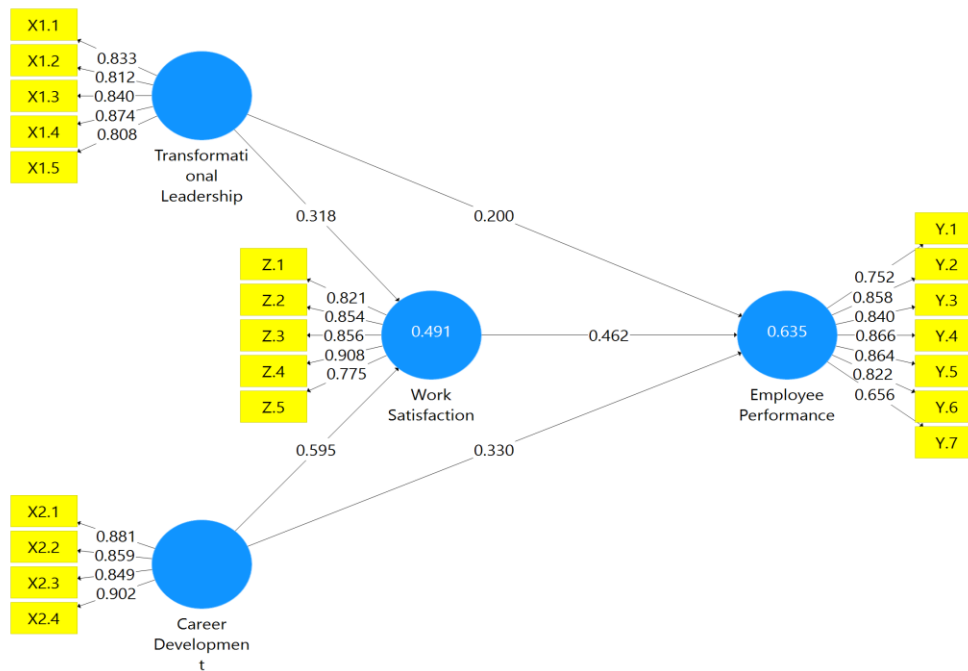


Figure 2 Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure

1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.318 X_1 + 0.595 X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.200 X_1 + 0.330 X_2 + 0.462 Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Career Development	0.896	0.900	0.928	0.762
Employee Performance	0.912	0.923	0.931	0.658
Transformational Leadership	0.891	0.897	0.919	0.695



	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction	0.898	0.907	0.925	0.712

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R²)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the R-square estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Work Satisfaction	0.491	0.477
Employee Performance	0.635	0.619

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the job satisfaction variable, the R square value is 0.491, meaning that the influence of transformational leadership and career development is 0.491 or 49.1%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.635, meaning that transformational leadership, career development, and job satisfaction account for 0.635 or 63.5%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Employee Performance	0.200	1.981	0.048	Accepted
Transformational Leadership -> Job Satisfaction	0.318	4.201	0.000	Accepted
Career Development -> Employee Performance	0.330	2,424	0.016	Accepted
Career Development -> Work Satisfaction	0.595	7.988	0.000	Accepted
Job Satisfaction -> Employee Performance	0.462	3.153	0.002	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Transformational leadership has a positive and significant effect on employee performance with a t-statistic value of 1.981 above 1.96 and a significance of 0.048 below 0.05, meaning that transformational leadership has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that transformational leadership has a positive and significant effect on employee performance (Harahap & Surya, 2025).
2. Transformational leadership has a positive and significant effect on job satisfaction, with a t-statistic value of 4.201 above 1.96 and a significance of 0.000 below 0.05, meaning that transformational leadership has a real effect on job satisfaction because the significance value is below 0.05. The

results of this study are consistent with previous research, namely that transformational leadership has a positive and significant effect on job satisfaction (Tarigan & Indrawan, 2024).

3. Career development has a positive and significant effect on employee performance, with a t-statistic value of 2.424 above 1.96 and a significance of 0.016 below 0.05, meaning that career development has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that career development has a positive and significant effect on employee performance (Budiman et al, 2025).
4. Career development has a positive and significant effect on job satisfaction, with a t-statistic value of 7.988 above 1.96 and a significance of 0.000 below 0.05, meaning that career development has a real effect on job satisfaction because the significance value is below 0.05. The results of this study are in line with previous studies, namely that career development has a positive and significant effect on job satisfaction (Mesra & Surya, 2025).
5. Job satisfaction has a positive and significant effect on employee performance with a t-statistic value of 3.153 above 1.96 and a significance of 0.002 below 0.05, meaning that job satisfaction has a real effect on employee performance because the significance value is below 0.05. The results of this study are consistent with previous research findings, namely that job satisfaction has a positive and significant effect on employee performance (Mesra & Surya., 2025).

Indirect Effects Between Variables

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Transformational Leadership -> Work Satisfaction -> Employee Performance	0.147	2.378	0.018	Accepted
Career Development -> Job Satisfaction -> Employee Performance	0.275	3.381	0.001	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect influence between variables, namely:

1. Transformational leadership has a positive and significant effect on employee performance through job satisfaction with a t-statistic value of 2.378 above 1.96 and a significance value of 0.018 below 0.05, meaning that job satisfaction acts as an intervening variable between transformational leadership and employee performance (Mesra & Surya., 2025).
2. Career development has a positive and significant effect on employee performance through job satisfaction with a t-statistic value of 3.381 above 1.96 and a significance value of 0.001 below 0.05, meaning that job satisfaction acts as an intervening variable between career development and employee performance.

CONCLUSION

1. Transformational leadership has a positive and significant effect on employee performance at Dr. Pirngadi Regional General Hospital.
2. Transformational leadership has a positive and significant effect on job satisfaction at Dr. Pirngadi Regional General Hospital.
3. Career development has a positive and significant effect on employee performance at Dr. Pirngadi Regional General Hospital.
4. Career development has a positive and significant effect on job satisfaction at Dr. Pirngadi Regional General Hospital.
5. Job satisfaction has a positive and significant effect on employee performance at Dr. Pirngadi Regional General Hospital.
6. Transformational leadership has a positive and significant effect on employee performance through job satisfaction at Dr. Pirngadi Regional General Hospital.
7. Career development has a positive and significant effect on employee performance through job



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