



(RESEARCH ARTICLE)



## The influence of leadership style, career development and competence on employee performance by job satisfaction as an intervening variable at Pt Angkasa Pura Aviassi Bandara Kualanamu International

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### Abstract

This study aims to analyze the influence of leadership style, career development, and competence on employee performance with job satisfaction as an intervening variable at PT Angkasa Pura Aviassi at Kualanamu International Airport. Employee performance is one of the crucial factors in the success of an organization, so a deep understanding of the factors that affect this performance is essential. Leadership style, career development, and employee competence are thought to have a significant role in improving performance, but job satisfaction also has the potential to be a link or intervening variable that strengthens the relationship between these variables and performance. This research method uses a quantitative approach with data collected through questionnaires from employees of PT Angkasa Pura Aviassi. Data analysis was carried out using path analysis techniques to test the direct and indirect relationships between the research variables. The number of respondents in this study was 100 employees selected through the purposive sampling method. The results of the study show that leadership style, career development, and competence have a positive and significant effect on employee performance. In addition, job satisfaction is proven to play a role as an intervening variable that strengthens the influence of the three independent variables on employee performance. Thus, it can be concluded that efforts to increase job satisfaction through the right leadership style, good career development, and increased competence, will have a positive impact on employee performance.

**Keywords:** Leadership Style; Career Development; Competence; Employee Performance; Job Satisfaction

### 1. Introduction

PT Angkasa Pura Aviassi is a subsidiary of PT Angkasa Pura II Group which is tasked with operating and developing Kualanamu International Airport as well as providing various airport services for passengers and airlines at Kualanamu Deli Serdang International Airport. Based on the Master Agreement/Asset Cooperation Agreement between PT Angkasa Pura II number: PJJ.04.04/00/06/2022/A.077 and PT Angkasa Pura Aviassi number: PJJ.04.04/00/06/2022/0008 which has been ratified on June 3, 2022. PT Angkasa Pura Aviassi is a joint venture company (JVCo) between state-owned PT Angkasa Pura II with 51% shares and GMR Group with 49% shares which officially operates Kualanamu International Airport on July 7, 2022.

In providing excellent service to service users at Kualanamu International Airport, it requires high employee performance to maintain the quality of airport services and operations. Therefore, it is important for companies to be able to improve employee performance, so that their organizational goals can be achieved. Performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the company. Employee performance is a very important thing in a company's efforts to achieve its goals. Performance is

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the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [1] in (Ameliany, 2019).

The leadership style used by leaders can encourage the creation of employee performance. Leadership style is a leader's ability to influence others in the form of behavior, both individually and in groups. A very strategic leadership role is important to achieve a vision, mission, and goals of a company. According to [3], [4], [5], that leadership style has a significant positive impact on employee performance.

In addition, career development is also one of the things that must be worked on in achieving employee performance. Where career development is an employee's personal efforts to achieve a career plan. In career development, more emphasis is placed on improving the ability to do work in the future which is done through an integrated approach with other activities to change work behavior.

Furthermore, Monalis in [6] stating employees as one of the most important things in running an organization, of course, requires reciprocity. So we must do various ways to encourage employee performance so that it can be improved. HR competencies can affect employee performance to work more enthusiastically and spur high employee performance. Judging from Monalis' empirical study [6], it can be concluded that appropriate HR competencies will be able to encourage improving employee performance to increase optimally.

According to [7] job satisfaction, it is defined as a positive attitude of the workforce, including feelings and behaviors towards their work through the assessment of one of the jobs as a sense of appreciation in achieving one of the important values of the job. Job satisfaction is the key to improving company performance and individual performance as employees within the company. Employees with a high level of job satisfaction will be more motivated to achieve company goals (Adeoye & Fields, 2014).

Job satisfaction serves as a bridge that connects leadership style, career development, and competence with employee performance. Employees who are satisfied with their jobs tend to be more motivated and committed, which can improve employee performance. Therefore, it is important to understand how job satisfaction mediates the relationship between these factors and employee performance at PT Angkasa Pura Aviassi Kualanamu International Airport.

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## **2. Literature review**

### **2.1. Leadership Style**

According to Wijono in [9], leadership is an effort to realize the organization's goals by combining the needs of its followers to continue to develop in accordance with the goals that the organization wants to achieve. Leadership style is a behavior or method chosen and used by leaders to influence the thoughts, emotions, attitudes and behaviors of members or subordinates of the organization. Leadership or subordinate relationships can be measured through employee evaluations, and organizations require strong leadership in optimal effectiveness. Leadership style is a characteristic used by leaders in influencing their employees so that the company's goals are achieved or it can also be said to be a pattern of behavior and strategies applied by a leader [10]. The indicators of leadership style according to Kartono in [11] are: 1. Ability to make decisions, 2. Ability to motivate, 3. Communication skills, 4. A leader must have responsibility to his subordinates, 5. Ability to control emotions.

### **2.2. Career Development**

Career development is the activity of designing what needs to be developed from employees for upcoming work activities. With career development, the organization also thinks about the long-term career of employees in the organization. Seeing low performance, the company needs to take corrective actions such as training, mutation or dismissal, on the other hand, high performance needs to be rewarded such as promotions, salary increases or bonuses.

A career is a journey that a person goes through during his or her life. A career is all the work or position that is handled or held during a person's life. Thus, career shows the development of employees individually in the level of position or rank that can be achieved during the working period in an organization. One of the motivations for employees to work in an organization is the opportunity to advance and one form of progress that they want to achieve is success in their careers. in [2] stated that career development is part of a person's life journey and life goals. Everyone has the right and obligation to successfully achieve a good career. Careers will support the effectiveness of individuals and organizations in achieving goals. Furthermore, according to [12] the statement, career development is the process of improving individual employability achieved in order to achieve the desired career. Formal career development plays an important

role in nurturing a motivated and committed workforce. According to [5] in [13], various indicators of career development are: 1. Fair treatment in career, 2. Concern for direct superiors, 3. Information about various promotion opportunities, 4. Interest in promotion, 5. Satisfaction level

### **2.3. Competence**

According to [14], [15] saying that competence is closer to the abilities or capabilities that are applied and produce employees or leaders or officials who show high performance are called having competence. [16] states that competence is a person's ability to produce at a satisfactory level in the workplace, including a person's ability to transfer and apply those skills and knowledge in the latest situation and increase the agreed benefits. Competence as the ability of an individual is shown by performance either in his position or work. Basically, there are many indicators that affect the competence of employees of a company, competency indicators according to Ruky in [17], namely: Personal character (traits), Self-concept (self-concept), Knowledge (knowledge), Skills (skill), Work motivation (motives).

### **2.4. Employee Performance**

Performance is a function of motivation and the ability to complete a task or work, a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that everyone displays as a work achievement produced by employees in accordance with their role in the company [15] in [18]. According to [1] in [19], performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

[5] in [20], [21] explained that performance is feedback on various things such as abilities, fatigue, shortcomings and potentials which in turn are useful for determining the goals, paths, career development plans of the person himself, especially the organization. It is further explained that performance is the level of task performance that can be achieved by a person, unit, or division, by using existing abilities and limitations that have been set to achieve company goals. Employee Performance Indicators According to Nurjaya in [22], the indicators that can measure employee performance are work quantity, work quality, efficiency, work discipline, initiative, precision, leadership, honesty, and creativity.

### **2.5. Job Satisfaction**

According to [21] in [23], job satisfaction is job satisfaction enjoyed in a job that obtains praise, work results, placement, treatment, equipment and a good work environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important. According to [4], [24] the achievement of maximum performance, it will usually be created if employees feel satisfaction in work. Job satisfaction is the result of various attitudes for an employee, if a job is in accordance with interests and expectations, the higher the level of satisfaction felt by the employee and vice versa. Job satisfaction that an employee has will show a positive attitude towards work at work, while dissatisfied employees will show a negative attitude towards the work itself. in [18] stating that job satisfaction is an emotional state that is pleasant or unpleasant for employees to view work. Job satisfaction reflects a person's feelings towards work. This can be seen in the positive attitude of employees towards work and everything they face in the work environment. According to [25] in [23], there are five indicators that affect the level of job satisfaction of an employee, namely: Wages, Promotions, Supervision, Profits, and Appreciation.

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## **3. Research method**

### **3.1. Research Approach**

The approach in this study is a quantitative approach. According to [26] the quantitative research method, it can be interpreted as a research method based on the philosophy of positivism, used to research on a certain population or sample, data collection using research instruments, quantitative/statistical data analysis, with the aim of testing hypotheses that have been determined. The focus of the research is to examine the influence of the variables Leadership Style (X1), Career Development (X2), and Competency (X3) on Employee Performance (Y) with Job Satisfaction (Z) as an intervening variable at PT Angkasa Pura Aviassi Kualanamu International Airport.

### **3.2. Population and Sample**

[26] Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population in this study is 553 employees of PT Angkasa Pura Aviassi Kualanamu International Airport which is detailed in the following table:

**Table 1** Research Population (Employee of PT Angkasa Pura Vias International Airport)

No.	Directorate	Number of Employees
1	Managing Director (CEO Office)	35
2	Operation & Service	432
3	Human Capital	34
4	Finance	28
5	Commercial	24
Total		553

According to [26] the sample is part of the number and characteristics that the population has. If the population is small (<100), then the sample is processed with the population or called a saturated sample. If the population is large (>100), the sample using the sampling technique is processed using the slovin formula.

$$\text{Slovin Formula : } n = \frac{N}{1 + N(e)^2}$$

Information:

- n = number of samples
- N = total population
- e = sampling error tolerance limit (10%)

$$n = \frac{553}{1 + 553(0,1)^2}$$

$$n = \frac{553}{6,53}$$

$$n = 84$$

Based on the calculation above, the sample that became respondents in this study was adjusted to as many as 84 people % of the total employees of PT Angkasa Pura Aviasi Kualanamu International Airport, this was done to facilitate data processing and for better test results. The sample was taken based on the probability sampling technique; Simple random sampling, where the researcher provides an equal opportunity for each member of the population (employee) to be selected as a random sample regardless of the strata in the population itself.

### 3.3. Types and Data Sources

The data sources of this research are grouped into two, namely primary data and secondary data. Primary data is data that comes from original or primary sources, which researchers collect to answer problems found in research obtained directly from sources either interviews or through questionnaires [27], [28]. Secondary data sources are data obtained through other parties, not directly obtained by researchers from the research subject. The seknder data in this study is a source of supporting data that has relevance to the research obtained from books, articles/journals related to the research title.

### 3.4. Data Collection Methods

According to [26] data collection can be done in various settings, sources and various ways. Primary data collection was carried out using questionnaires. And secondary data is collected using documentation, sourced from companies or parties related to this research and also websites and journals.

### 3.5. Data Analysis Techniques

The data analysis method in this study uses the Partial Least Square (PLS) approach with smartPLS 3.0 software. PLS is a Structural Equation Modeling (SEM) equation model that is component-based or variant-based. PLS is an alternative

approach that shifts from a covariant-based SEM approach to a variant-based approach [29]. There are several stages in testing research variables: first, testing the validity and convergent reliability of each indicator whether it is part of the research construct or variable. Next, test the structural model. The purpose of this stage is to see whether there is an influence between variables.

## 4. Results

### 4.1. Research Results

#### 4.1.1. Characteristics of Respondents

The characteristics of this study were taken from a sample of 84 employees of PT Angkasa Pura Aviassi Kualanamu International Airport. Based on this data, there are several characteristics of respondents that can be classified based on gender, age and education level. Based on the respondents' answers to the questionnaire results, the results of the percentage of research respondents' characteristics will be described as follows:

**Table 2** Characteristics by Gender

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Man	59	70.2	70.2	70.2
	Woman	25	29.8	29.8	100.0
	Total	84	100.0	100.0	

Based on table 2. It shows that the gender of the respondents in this study is male as many as 59 people or 70.2% while female respondents are 25 people or 29.8%.

**Table 3** Characteristics By Age

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26-30	4	4.8	4.8	4.8
	31-35	48	57.1	57.1	61.9
	36-40	21	25.0	25.0	86.9
	41-45	11	13.1	13.1	100.0
	Total	84	100.0	100.0	

Based on table 3. It shows that the age of the research respondents is 26-30 years old as many as 4 people, employees who are 31-35 years old as many as 48 people, employees who are 36-40 years old as many as 21 people, and employees who are 41-45 years old as many as 11 people.

**Table 4** Characteristics Based on Education

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SMA	4	4.8	4.8	4.8
	D3	10	11.9	11.9	16.7
	S1	61	72.6	72.6	89.3
	S2	9	10.7	10.7	100.0
	Total	84	100.0	100.0	

Based on table 4. It can be known that the repondents in this study are 4 people with high school/vocational education, 10 people with D3 education, 61 people with S1 education, and 9 people with S2 education.

### 4.2. Descriptive Statistical Analysis

The results of the descriptive statistical analysis in the study for each variable can be seen in the following table:

**Table 5** Descriptive Statistical Analysis

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leadership Style	84	6	30	24.43	4.717
Career Development	84	5	25	18.07	3.802
Competence	84	16	25	21.20	2.578
Job Satisfaction	84	5	25	19.68	3.571
Employee Performance	84	31	45	39.62	3.997
Valid N (listwise)	84				

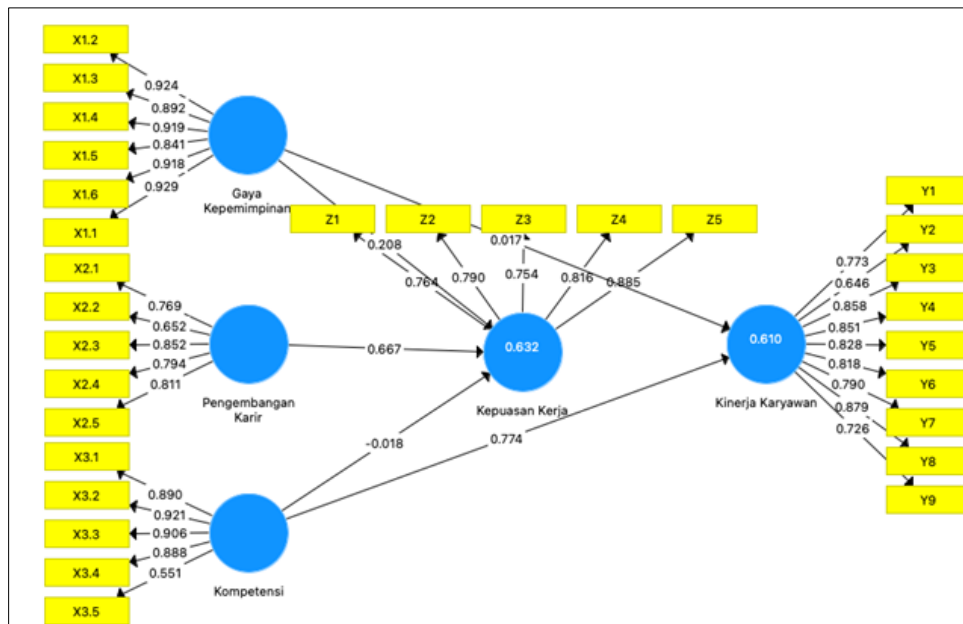
Source: Data Processing, 2024

Based on table 5. The leadership style variable had a minimum value of 6 and a maximum value of 30.00, with a mean value of 24.43 and a standard deviation of 4.717. In the career development variable, the minimum score was recorded at 5 and the maximum value was 25, with an average of 18.07 and a standard deviation of 3.802. The competency variables showed a minimum score of 16 and a maximum of 25, with an average of 21.20 and a standard deviation of 2.578. The job satisfaction variable showed a minimum value of 5 and a maximum value of 25, with a mean value of 19.68 and a standard deviation (std. Deviation) 3,571. Meanwhile, the employee performance variable had a minimum value of 31, a maximum value of 45, an average of 39.62, and a standard deviation of 3.997.

### 4.3. Test Measurement Model or Outer Model

According to [30], testing the measurement model shows how the manifest variable or observed variable presents a latent variable to be measured. There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely convergent validity, discriminant validity and composite reliability.

#### 4.3.1. Convergent Validity



Source: SmartPLS Data Processing, 2024

**Figure 1** Outer Model

The Convergent Validity of the indicator reflective measurement model is assessed based on the correlation between the item score or *component score* estimated with SmartPLS software. Individual reflective measures are said to be high if they correlate higher than 0.70 with the constructed being measured.

**Table 6** (Convergent Validity) Outer Loading

	Leadership Style	Job Satisfaction	Employee Performance	Competence	Career Development
X1.1	0.929				
X1.2	0.924				
X1.3	0.892				
X1.4	0.919				
X1.5	0.841				
X1.6	0.918				
X2.1					0.769
X2.2					0.652
X2.3					0.852
X2.4					0.794
X2.5					0.811
X3.1				0.890	
X3.2				0.921	
X3.3				0.906	
X3.4				0.888	
X3.5				0.551	
Y1			0.773		
Y2			0.646		
Y3			0.858		
Y4			0.851		
Y5			0.828		
Y6			0.818		
Y7			0.790		
Y8			0.879		
Y9			0.726		
Z1		0.764			
Z2		0.790			
Z3		0.754			
Z4		0.816			
Z5		0.885			

Source: SmartPLS Data Processing, 2024

Based on the results of data processing using SmartPLS software, as seen in Figure 1 and Table 6, the outer model value or correlation between constructs and variables initially did not meet the Convergent Validity requirements. Some

indicators have loading factor values below the set criteria, namely outer loading  $< 0.7$ . Therefore, the X2.2, X3.5, and Y2 indicators need to be removed or modified from the model to increase validity.

**Table 7** Outer Loading after Modification

	Leadership Style	Job Satisfaction	Employee Performance	Competence	Career Development
X1.1	0.929				
X1.2	0.924				
X1.3	0.892				
X1.4	0.919				
X1.5	0.841				
X1.6	0.918				
X2.1					0.797
X2.3					0.873
X2.4					0.804
X2.5					0.825
X3.1				0.900	
X3.2				0.935	
X3.3				0.922	
X3.4				0.892	
Y1			0.776		
Y3			0.861		
Y4			0.862		
Y5			0.833		
Y6			0.830		
Y7			0.788		
Y8			0.880		
Y9			0.704		
Z1		0.765			
Z2		0.790			
Z3		0.751			
Z4		0.816			
Z5		0.887			

After modification can be seen in table 7, it can be seen that all indicators have an outer loading value of more than 0.7. This shows that each variable in the study has been well explained by its indicators and meets the criteria of convergent validity.

#### 4.3.2. Discriminant Validity

Validity testing is carried out to find out how accurately a measuring instrument performs its measurement function [28]. In SmartPLS, discriminant validity testing can be assessed based on the fornell-larcker criterion and cross loading. In the fornell-larcker criterion test, the discriminant validity can be said to be good if the root of the AVE in the construct is higher than the correlation of the construct with other latent variables, while in the cross loading test it must show a



higher indicator value of each construct compared to the indicator in other constructs [31]. The results of the Discriminant Validity test in this study were obtained as follows.

**Table 8** Discriminant Validity (Fornell-Larcker)

	Leadership Style	Job Satisfaction	Employee Performance	Competence	Career Development
Leadership Style	0.904				
Job Satisfaction	0.574	0.803			
Employee Performance	0.321	0.237	0.819		
Competence	0.340	0.220	0.805	0.912	
Career Development	0.431	0.748	0.153	0.222	0.825

Based on table 8., it can be seen that each indicator has the highest *fornell-larcker* value on its own latent construct compared to other constructs. This shows that the indicators in this study have met the criteria of *discriminant validity* well in forming their respective variables. In addition to the *fornell-larcker* value, *the discriminant validity* test can also be analyzed through *the cross loading* value.

**Table 9** Discriminant Validity (Cross Loading)

	Leadership Style	Career Development	Competence	Job Satisfaction	Employee Performance
X1.1	0.929	0.398	0.250	0.525	0.230
X1.2	0.924	0.423	0.371	0.503	0.308
X1.3	0.892	0.430	0.390	0.473	0.289
X1.4	0.919	0.370	0.265	0.577	0.311
X1.5	0.841	0.362	0.317	0.522	0.339
X1.6	0.918	0.361	0.256	0.502	0.256
X2.1	0.207	0.797	0.013	0.544	0.030
X2.3	0.438	0.873	0.259	0.663	0.113
X2.4	0.400	0.804	0.195	0.556	0.116
X2.5	0.362	0.825	0.239	0.684	0.226
X3.1	0.280	0.220	0.900	0.212	0.724
X3.2	0.295	0.200	0.935	0.196	0.778
X3.3	0.277	0.176	0.922	0.200	0.750
X3.4	0.397	0.217	0.892	0.197	0.681
Z1	0.287	0.518	0.061	0.765	0.093
Z2	0.388	0.670	0.257	0.790	0.273
Z3	0.759	0.586	0.226	0.751	0.194
Z4	0.363	0.541	0.202	0.816	0.226
Z5	0.412	0.656	0.109	0.887	0.149
Y1	0.182	0.184	0.677	0.224	0.776
Y3	0.186	0.080	0.640	0.197	0.861
Y4	0.194	0.178	0.675	0.238	0.862
Y5	0.324	0.157	0.693	0.227	0.833

Y6	0.266	0.074	0.734	0.156	0.830
Y7	0.294	0.093	0.552	0.171	0.788
Y8	0.319	0.136	0.704	0.196	0.880
Y9	0.353	0.096	0.557	0.137	0.704

Based on table 9. Above, the cross loading value obtained shows that there is a good validity of the discriminant, as evidenced by the higher correlation value of the indicator to the construct when compared to the correlation of other construction indicators.

4.3.3. Composite Reliability

Composite reliability is used to measure the true value of the reliability of a construct and better at estimating the internal consistency of a construct. Cronbach Alpha is used to measure the lower bound of the reliability value of a construct. The Reliability criteria can be seen from the Composite Reliability and Cronbach Alpha values of each construct. A construct is said to have high reliability if it has a Composite Reliability above 0.70 and has a Cronbach Alpha above 0.60.

Table 10 Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Style	0.955	0.957	0.964	0.818
Job Satisfaction	0.862	0.869	0.901	0.645
Employee Performance	0.929	0.933	0.942	0.670
Competence	0.933	0.935	0.952	0.833
Career Development	0.844	0.852	0.895	0.681

The composite reliability value of 0.7 and Cronbach's alpha value of >0.7 are considered to have good reliability (Sarstedt, et al., 2011). Based on the table above, all constructs have a composite reliability value and Cronbach's alpha >0.7 so it is concluded that it is reliable.

4.4. Test Structural Model or Inner Model

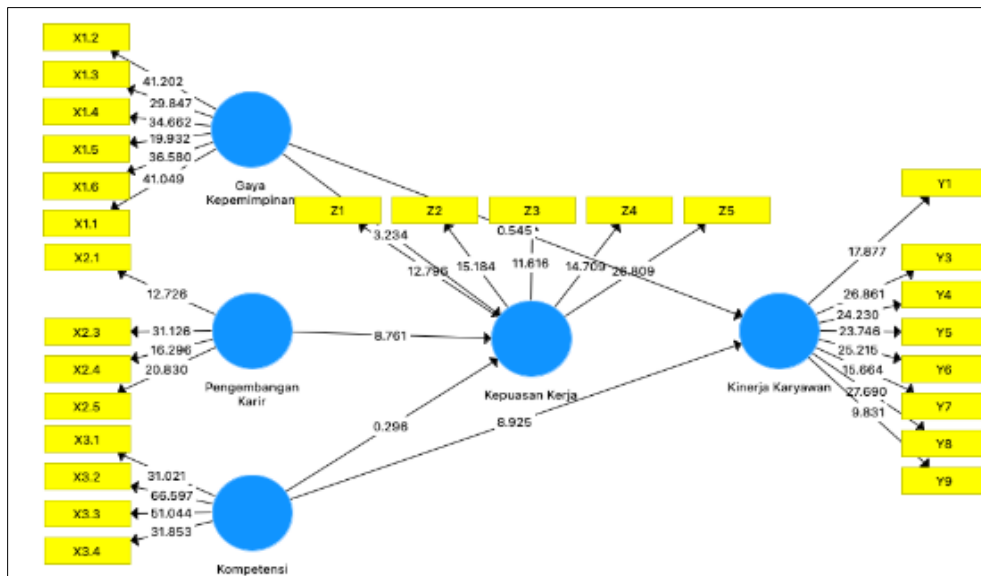


Figure 2 Inner Model

The inner model is a structural model used to predict causality relationships (cause-and-effect relationships) between latent variables or variables that cannot be directly measured. In the structural model test (inner model) using the help of Bootstrapping and Blindfolding procedures in SmartPLS [31]. The inner model can be measured by calculating the R-square for the dependent construct, the t-test as well as the significance of the coefficient of the structural path parameters.

4.4.1. Coefficient of Determination (R-Square)

The value of R Square is the coefficient of determination on endogenous constructs. According to Chin (1998), the R square value is 0.67 (strong), 0.33 (moderate) and 0.19 (weak).

**Table 11** R-Square

	R Square	R Square Adjusted
Job Satisfaction	0.637	0.624
Employee Performance	0.650	0.641

Based on table 11. It can be seen that the r-square value of the job satisfaction variable has a value of 0.637 with a strong category, which means that the job satisfaction variable is influenced by leadership style, career development, and competency by 63.7%. The employee performance variable has an r-square value of 0.65 with a strong category, which means that the employee performance variable is influenced by leadership style, career development, competence, and job satisfaction by 65%, and the rest is influenced by other variables that are not discussed in this study.

4.4.2. Path Coefficient

Whether or not a hypothesis is accepted, it is necessary to test the hypothesis using the bootstrapping function in SmartPLS 3.0. The hypothesis is accepted when the significance level is less than 0.05 or the P Values exceed its critical value. The Statistical T value for the 5% significance rate is 1.96.

**Table 12** Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Leadership Style -> Job Satisfaction	0.314	0.304	0.112	2.811	0.005
Leadership Style -> Employee Performance	0.022	0.022	0.098	0.228	0.820
Job Satisfaction -> Employee Performance	0.169	0.180	0.129	2.313	0.000
Competence -> Job Satisfaction	-0.023	-0.008	0.083	0.279	0.781
Competencies > Employee Performance	0.795	0.789	0.083	9.611	0.000
Career Development -> Job Satisfaction	0.619	0.618	0.070	8.875	0.000
Career Development -> Employee Performance	-0.159	-0.163	0.096	1.656	0.098

Based on the test results contained in Table 12, it can be seen as follows:

The t-statistical value of the relationship between leadership style (X1) and job satisfaction (Z) was 2.811>1.96 with sig. by 0.005<0.05. The results of the test show that the leadership style variable (X1) has a positive and significant effect on job satisfaction (Z).

The t-statistical value of the relationship between leadership style (X1) and employee performance (Y) was 0.228<1.96 with sig. by 0.820>0.05. The results of the test showed that the leadership style variable (X1) had no positive and significant effect on employee performance (Y).

The t-statistical value of the relationship between career development (X2) and job satisfaction (Z) was  $8.875 > 1.96$  with sig.  $0.000 < 0.05$ . The results of the test showed that the career development variable (X2) had a positive and significant effect on job satisfaction (Z).

The t-statistical value of the relationship between career development (X2) and employee performance (Y) was  $1.656 > 1.96$  with sig. by  $0.098 > 0.05$ . The results of the test showed that the career development variable (X2) had no positive and significant effect on employee performance (Y).

The t-statistical value of the relationship between competence (X3) and job satisfaction (Z) is  $0.279 < 1.96$  with sig. by  $0.781 > 0.05$ . The results of the test showed that the competency variable (X3) had no positive and significant effect on job satisfaction (Z).

The t-statistical value of the relationship between competence (X3) and employee performance (Y) is  $9.611 > 1.96$  with sig.  $0.000 < 0.05$ . The results of the test show that the competency variable (X3) has a positive and significant effect on employee performance (Y).

The t-statistical value of the relationship between job satisfaction (Z) and employee performance (Y) was  $2.313 > 1.96$  with sig.  $0.000 > 0.05$ . The results of the test show that the job satisfaction variable (Z) has a positive and significant effect on employee performance (Y).

4.4.3. Indirect Effect (Pengaruh Tidak Langsung)

**Table 13** Indirect Effect Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Leadership Style -> Job Satisfaction -> Employee Performance	0.053	0.059	0.051	1.032	0.302
Competency -> Job Satisfaction -> Employee Performance	-0.004	-0.004	0.017	0.225	0.822
Career Development -> Job Satisfaction -> Employee Performance	0.105	0.109	0.078	1.337	0.182

Based on table 13. The results of the indirect influence test can be seen as follows:

The influence of leadership style (X1) on Employee Performance (Y) through job satisfaction (Z) as an intervening variable has a path coefficient value of 0.053, a Tstatistic value of  $1 < 1.96$ , and a probability value (p-values) of  $0.302 > 0.05$ . This means that the leadership style variable (X1) has no effect on Employee Performance (Y) through job satisfaction (Z) as an intervening variable at PT Angkasa Pura Aviassi Kualanamu International Airport.

The effect of career development (X2) on Employee Performance (Y) through job satisfaction (Z) as an intervening variable has a path coefficient value of -0.004, a Tstatistic value of  $1 < 1.96$ , and a probability value (p-values) of  $0.182 > 0.05$ . This means that the career development variable (X2) has no effect on Employee Performance (Y) through job satisfaction (Z) as an intervening variable at PT Angkasa Pura Aviassi Kualanamu International Airport.

The effect of competency (X3) on Employee Performance (Y) through job satisfaction (Z) as an intervening variable has a path coefficient value of 0.105, a Tstatistic value of  $0.225 < 1.96$ , and a probability value (p-values) of  $0.822 > 0.05$ . This means that the competency variable (X3) has no effect on Employee Performance (Y) through job satisfaction (Z) as an intervening variable at PT Angkasa Pura Aviassi Kualanamu International Airport.

**5. Discussion**

**5.1. The Influence of Leadership Style (X1) on Job Satisfaction (Z)**

Based on the results of data analysis, it was shown that leadership style (X1) had a positive and significant effect on job satisfaction (Z) of PT Angkasa Pura Aviassi Kualanamu International Airport. These findings indicate that the more effective and according to the leadership style applied by managers and supervisors in the company, the higher the level

of job satisfaction felt by employees. This positive influence is reflected in aspects such as better communication, more inclusive decision-making, or stronger support for employee development, which in turn contributes to an increase in morale, motivation, and overall job satisfaction in the international airport's environment.

### **5.2. The Influence of Leadership Style (X1) on Employee Performance (Y)**

Based on the results of data analysis, it was shown that the leadership style (X1) did not have a positive and significant effect on the performance of employees (Y) of PT Angkasa Pura Aviassi Kualanamu International Airport. These findings indicate that changes or variations in leadership styles applied by managers and supervisors do not directly impact the improvement of employee performance in the company. This may be due to other factors that are more dominant in influencing performance, such as the reward system, working conditions, or intrinsic motivation of employees. This result can also hint that employees at PT Angkasa Pura Aviassi are more independent in carrying out their duties.

### **5.3. The Effect of Career Development (X2) on Job Satisfaction (Z)**

Based on the results of data analysis, it shows that career development (X2) has a positive and significant effect on job satisfaction (Z) of PT Angkasa Pura Aviassi Kualanamu International Airport. These findings indicate that the better the career development program implemented by the company, the higher the level of employee job satisfaction. Factors such as periodic training, promotion opportunities, job rotation, and a clear career path seem to contribute to increased employee motivation and performance, which in turn increases their job satisfaction. The implications of these findings suggest that companies' investment in employee career development can be an effective strategy to increase job satisfaction, potentially reducing turnover and increasing productivity in a dynamic international airport environment.

### **5.4. The Effect of Career Development (X2) on Employee Performance (Y)**

Based on the results of data analysis, it was shown that career development (X2) did not have a positive and significant effect on the performance of employees (Y) of PT Angkasa Pura Aviassi Kualanamu International Airport. These findings show that career development efforts carried out by companies, such as training, promotion, or job rotation, do not have a direct impact on improving employee performance. This may be due to various factors, such as the mismatch of the development program with the needs of employees, the lack of motivation of employees to develop themselves, or the existence of other factors that are more dominant in affecting performance. These results indicate the need to evaluate and adjust the career development strategies implemented by the company to be more effective in improving employee performance.

### **5.5. Effect of Competence (X3) on Job Satisfaction (Z)**

Based on the results of data analysis, it was shown that competence (X3) had no positive and significant effect on job satisfaction (Z) of PT Angkasa Pura Aviassi Kualanamu International Airport. This phenomenon can be explained by the misalignment between competence and the reward system implemented by the company. Employees with high competence do not necessarily receive bonuses or incentives that are proportional to their contributions, while other employees with lower competence may receive similar awards. Situations like this can create a sense of injustice and lower job satisfaction levels, especially among competent employees. As a result, even though an employee has good competence, it does not necessarily increase his job satisfaction if it is not balanced with appropriate recognition and awards from the company.

### **5.6. The Effect of Competence (X3) on Employee Performance (Y)**

Based on the results of data analysis, it was shown that competence (X3) had a positive and significant effect on the performance of employees (Y) of PT Angkasa Pura Aviassi Kualanamu International Airport. These findings indicate that the higher the level of competence possessed by employees, the better their performance in carrying out tasks at the airport. Competence, which includes knowledge, skills, and professional attitudes, is proving to be a key factor in improving operational efficiency, service quality, and overall productivity in a complex and dynamic airport environment.

### **5.7. The Effect of Job Satisfaction (Z) on Employee Performance (Y)**

Based on the results of data analysis, it was shown that job satisfaction (Z) had a positive and significant effect on the performance of employees (Y) of PT Angkasa Pura Aviassi Kualanamu International Airport. The higher the level of job satisfaction felt by employees, the better their performance in carrying out tasks at the airport.

### **5.8. The Influence of Leadership Style (X1) on Employee Performance (Y) through Job Satisfaction (Z) as an Intervening Variable**

Data analysis shows that leadership style (X1) has no effect on Employee Performance (Y) through job satisfaction (Z) as an intervening variable in PT Angkasa Pura Aviasi Kualanamu International Airport. Based on the results of hypothesis testing, it is known that the coefficient of indirect influence of leadership style on employee performance is smaller than the coefficient of direct influence. Therefore, to improve employee performance optimally, it is necessary to improve and strengthen the leadership style directly, without relying on the job satisfaction factor as an intermediary.

### **5.9. The Effect of Career Development (X2) on Employee Performance (Y) through Job Satisfaction (Z) as an Intervening Variable**

Based on the results of data analysis, it was shown that career development (X2) had no effect on Employee Performance (Y) through job satisfaction (Z) as an intervening variable at PT Angkasa Pura Aviasi Kualanamu International Airport. By providing wider opportunities for employees to obtain positions in accordance with their aspirations, satisfaction will be created in employees. When their expectations are met, this will directly have a positive impact on improving the performance of the employee.

### **5.10. The Effect of Competence (X3) on Employee Performance (Y) through Job Satisfaction (Z) as an Intervening Variable**

Based on the results of data analysis, it was shown that competency (X3) had no effect on Employee Performance (Y) through job satisfaction (Z) as an intervening variable at PT Angkasa Pura Aviasi Kualanamu International Airport. This shows that although competence is usually considered an important factor in employee performance, in the specific context of this company, improving competence does not necessarily increase job satisfaction which then impacts performance

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## **6. Conclusion**

To improve employee performance at PT Angkasapura Kualanamu, the main focus should be on employee competency development, because competence is proven to have a positive and significant effect on performance. In addition, companies need to increase employee job satisfaction, which also has a positive effect on performance. Although leadership style and career development do not have a direct effect on performance, they play an important role in improving job satisfaction. Therefore, improvements in leadership styles and career development programs still need to be made to support job satisfaction, which in turn will improve employee performance. Companies are advised to evaluate and improve competency training programs, create a work environment that supports employee satisfaction, and develop effective leadership programs for managers.

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## **Compliance with ethical standards**

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed.

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