



Contrasting Effects of Leadership Style and Work Communication on Employee Performance: The Mediating Role of Job Satisfaction

Lince Wulandari¹, Azwardi², Wita Farla WK³

^{1,2,3} Faculty of Economics, Universitas Sriwijaya, Palembang, Indonesia

Article Information

Article history:

Received August 30, 2025

Revised September 10, 2025

Received September 30, 2025

Keywords:

Leadership Style,
Work Communication,
Job Satisfaction,
Employee Performance,
OKI DPRD Secretariat.

ABSTRACT

Employee performance in public organizations remains a critical issue, particularly when leadership practices and workplace communication are not fully effective in supporting organizational goals. This study aims to examine the effects of leadership style and work communication on employee performance, with job satisfaction serving as an intervening variable. The study was conducted among 147 employees of a local government institution using a quantitative approach. Data were collected through questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0. The findings reveal that work communication has a positive and significant effect on employee performance, whereas leadership style has a significant but negative effect on performance. In addition, leadership style and work communication significantly influence job satisfaction, and job satisfaction significantly affects employee performance. Furthermore, job satisfaction mediates the relationships between leadership style and employee performance as well as between work communication and employee performance. The study concludes that effective work communication and enhanced job satisfaction are key factors in improving employee performance, while leadership practices require further adjustment to better support organizational outcomes.

This is an open access article under the [CC BY license](https://creativecommons.org/licenses/by/4.0/).



Corresponding Author:

Lince Wulandari
Faculty of Economics, Universitas Sriwijaya
Palembang, Indonesia
Email: lince.wulandari@gmail.com

1. INTRODUCTION

Employee performance is a critical factor in determining the effectiveness of public sector organizations in achieving their institutional objectives and delivering quality public services. In government institutions, employee performance directly affects the implementation of strategic policies, administrative effectiveness, and public satisfaction. Therefore, improving employee performance remains a major concern in public administration, particularly in organizations responsible for supporting governmental functions and legislative activities [1], [2].

The effectiveness of government organizations is closely related to the quality of their human resources. Employees with adequate competence, professionalism, and commitment are more likely to contribute positively to organizational performance and the achievement of institutional goals [3]. In addition to individual capabilities, organizational performance is also influenced by managerial and organizational factors, including leadership style, work communication, and employee job satisfaction. Effective leadership is required to motivate employees, provide direction, and encourage the achievement of organizational objectives [5]. Likewise, effective work communication facilitates information exchange, coordination, and collaboration among employees, thereby supporting organizational effectiveness [4].

In the context of public sector organizations, the implementation of a merit-based system in managing State Civil Apparatus (ASN) requires support from various organizational factors. Leadership style and work communication are considered important determinants of employee attitudes and behavior, including job satisfaction. Job satisfaction reflects employees' positive perceptions of their work and organizational environment and has been widely recognized as an important factor influencing employee performance [6].

The Secretariat of the Regional People's Representative Council (DPRD) of Ogan Komering Ilir Regency plays a strategic role in supporting legislative, administrative, and financial activities. Although organizational reports indicate that performance achievement reached 98% in 2024, several operational challenges remain. These challenges include inconsistencies in work quality, limited employee initiative, unequal workload distribution, and varying levels of responsibility among employees. Such conditions suggest that employee performance may not yet fully reflect the expected organizational standards.

Job satisfaction is one of the factors that may influence employee performance. Employees who experience higher levels of job satisfaction tend to demonstrate greater commitment, motivation, and productivity. Conversely, dissatisfaction may reduce work enthusiasm and organizational commitment. At the Secretariat of the DPRD of Ogan Komering Ilir Regency, the number of non-civil servant employees exceeds the number of civil servants, creating potential concerns regarding job security, fairness, and career development opportunities that may affect employee satisfaction.

Leadership style is another important factor affecting employee performance [8]. Observations at the Secretariat indicate that some supervisors have not fully established open communication with employees, resulting in communication gaps between leaders and subordinates. Furthermore, leadership practices related to discipline, integrity, employee empowerment, and recognition of employee achievements are not always implemented consistently. These conditions may influence employees' perceptions of leadership effectiveness and their overall performance.

Work communication also plays an important role in organizational performance. Effective communication enables employees to understand organizational goals, coordinate tasks, and complete work efficiently [9]. However, communication challenges remain evident within the organization. Leadership instructions are sometimes perceived as unclear, resulting in different interpretations among employees and delays in task completion. In addition, communication interactions tend to be formal and rigid, limiting employees' willingness to express ideas, suggestions, and concerns.

Previous studies have highlighted the importance of leadership style, work communication, and job satisfaction in improving employee performance. Riyanto et al. (2021) found that job satisfaction positively contributes to employee performance and serves as an important mechanism linking organizational factors to performance outcomes. Alamanda et al. (2022) reported that leadership style positively affects employee performance through job satisfaction. Similarly, Kusdianto et al. (2022) demonstrated that leadership style and work communication significantly influence employee performance in organizational settings.

However, previous findings remain inconsistent. Safitri (2022) reported that leadership style did not significantly affect employee performance in certain organizational contexts. Likewise, Stephen Martin and Feinberg (2023) found that work communication did not significantly influence employee performance. More recent studies by Rodrick (2024) and Pirrotta et al. (2024) emphasized the importance of communication and job satisfaction but suggested that their effects may vary across organizational environments. These inconsistencies indicate that further investigation is needed to better understand the relationships among leadership style, work communication, job satisfaction, and employee performance.

Although previous studies have examined these variables, limited research has simultaneously investigated the direct and indirect effects of leadership style and work communication on employee performance through job satisfaction within public sector organizations. Furthermore, the inconsistent findings reported in previous studies reveal a research gap that warrants further examination. Therefore, this study contributes to the existing literature by examining the mediating role of job satisfaction in the relationship between leadership style, work communication, and employee performance at the Secretariat of the Regional People's Representative Council (DPRD) of Ogan Komerang Ilir Regency.

Based on the identified research gap, this study aims to analyze the effects of leadership style and work communication on employee performance, examine their influence on job satisfaction, and investigate the mediating role of job satisfaction in the relationship between leadership style, work communication, and employee performance at the Secretariat of the Regional People's Representative Council (DPRD) of Ogan Komerang Ilir Regency.

2. METHOD

This study employed a quantitative survey design to examine the relationships among leadership style, work communication, job satisfaction, and employee performance. The research was conducted at the Secretariat of the Ogan Komerang Ilir (OKI) Regency DPRD. The study population consisted of all employees, including both civil servants (PNS) and non-civil servants, totaling 147 individuals. Because the population size was manageable, a total sampling technique was applied, allowing all employees to participate in the study [11]. Data were collected through a structured questionnaire distributed directly to respondents. All measurement items were adapted from previous studies and assessed using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5). Prior to hypothesis testing, the measurement model was evaluated through validity and reliability assessments, including outer loading, Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's Alpha [12]. The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS 4.0 software. The analysis was conducted in two stages. First, the outer model was evaluated to assess convergent validity, discriminant validity, and construct reliability. Second, the inner model was assessed through the coefficient of determination (R^2), effect size (f^2), and hypothesis testing using the bootstrapping procedure to examine direct and indirect relationships among variables [12]. PLS-SEM was selected because it is suitable for predictive research models involving multiple latent variables and mediation relationships.

3. RESULTS AND DISCUSSION

3.1. Reflective Construct Measurement Model Test (Outer Model)

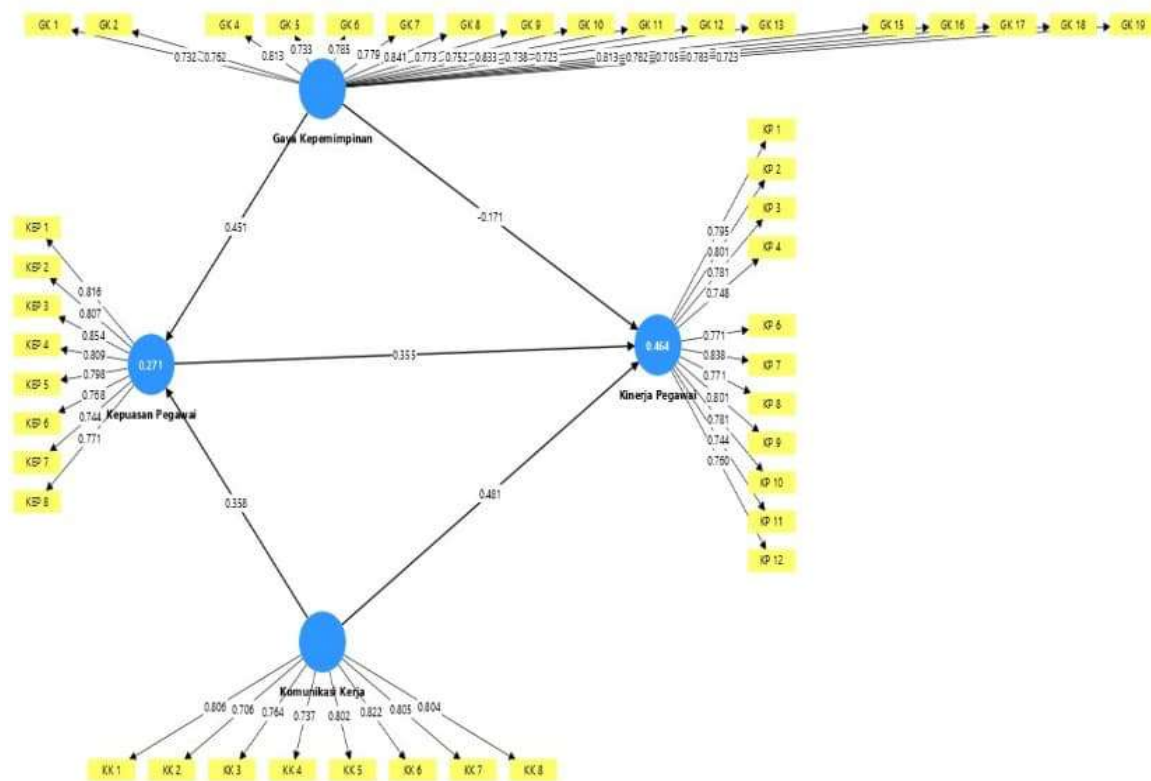


Figure 1. Outer Model of Research in SmartPLS 4

Figure 1 shows the outer model of the study generated using SmartPLS 4. The model depicts the relationships between Leadership Style, Work Communication, Job Satisfaction, and Employee Performance and their respective indicators. The outer loading values of all indicators exceed the recommended threshold of 0.70, indicating strong correlations between indicators and their underlying constructs. These results confirm that the indicators possess adequate convergent validity and can be retained for subsequent reliability assessment and structural model analysis.

3.1.1 Validity and Reliability Results

Table 1. Convergent Validity Results

Variable	Loading Range	AVE
Leadership Style	0.705 - 0.841	0.593
Work Communication	0.706 - 0.822	0.611
Job Satisfaction	0.744 - 0.854	0.634
Employee Performance	0.744 - 0.838	0.611

Table 1 presents the convergent validity results of the measurement model. The loading values for the Leadership Style construct ranged from 0.705 to 0.841, Work Communication from 0.706 to 0.822, Job Satisfaction from 0.744 to 0.854, and Employee Performance from 0.744 to 0.838. Furthermore, the AVE values were 0.593 for Leadership Style, 0.611 for Work Communication, 0.634 for Job Satisfaction, and 0.611 for Employee Performance.

Table 2. Fornell-Larcker Criterion

Variable	Leadership Style	Job Satisfaction	Employee Performance	Work Communication
Leadership Style	0.770			
Job Satisfaction	0.384	0.796		
Employee Performance	-0.125	0.420	0.781	
Work Communication	-0.188	0.273	0.610	0.782

Table 2 presents the Fornell-Larcker criterion results. The square root of the AVE values for Leadership Style, Job Satisfaction, Employee Performance, and Work Communication were 0.770, 0.796, 0.781, and 0.782, respectively. The correlations among constructs ranged from -0.188 to 0.610.

Table 3. Reliability Results

Variable	CR	CA
Leadership Style	0.957	0.961
Work Communication	0.909	0.926
Job Satisfaction	0.918	0.933
Employee Performance	0.936	0.945

Table 3 presents the reliability assessment results. The Composite Reliability (CR) values ranged from 0.909 to 0.957, while the Cronbach's Alpha (CA) values ranged from 0.926 to 0.961. Specifically, Leadership Style obtained CR and CA values of 0.957 and 0.961, Work Communication 0.909 and 0.926, Job Satisfaction 0.918 and 0.933, and Employee Performance 0.936 and 0.945, respectively.

3.1 Structural Model Test Results (Inner Model)

3.1.1 R-Square Value (Coefficient of Determination)

Table 4. R-Square Value

	R-square	Adjusted R-square
Job satisfaction	0.271	0.261
Employee Performance	0.464	0.452

Table 4 presents the R-square results for the endogenous constructs. The R-square value for Job Satisfaction was 0.271, with an adjusted R-square value of 0.261. Meanwhile, Employee Performance obtained an R-square value of 0.464 and an adjusted R-square value of 0.452.

3.2.2 F - Squared Predictive Relevance

Table 5. F - Squared Predictive Relevance

	Job satisfaction	Employee Performance
Leadership Style	0.270	0.042
Job satisfaction		0.171
Work Communication	0.169	0.356

Table 5 presents the f^2 effect size results. The f^2 value of Leadership Style on Job Satisfaction was 0.270, while the f^2 value of Work Communication on Job Satisfaction was 0.169. Furthermore, the f^2 value of Leadership Style on Employee Performance was 0.042, Job Satisfaction on Employee Performance was 0.171, and Work Communication on Employee Performance was 0.356.

3.2 Hypothesis Testing Results

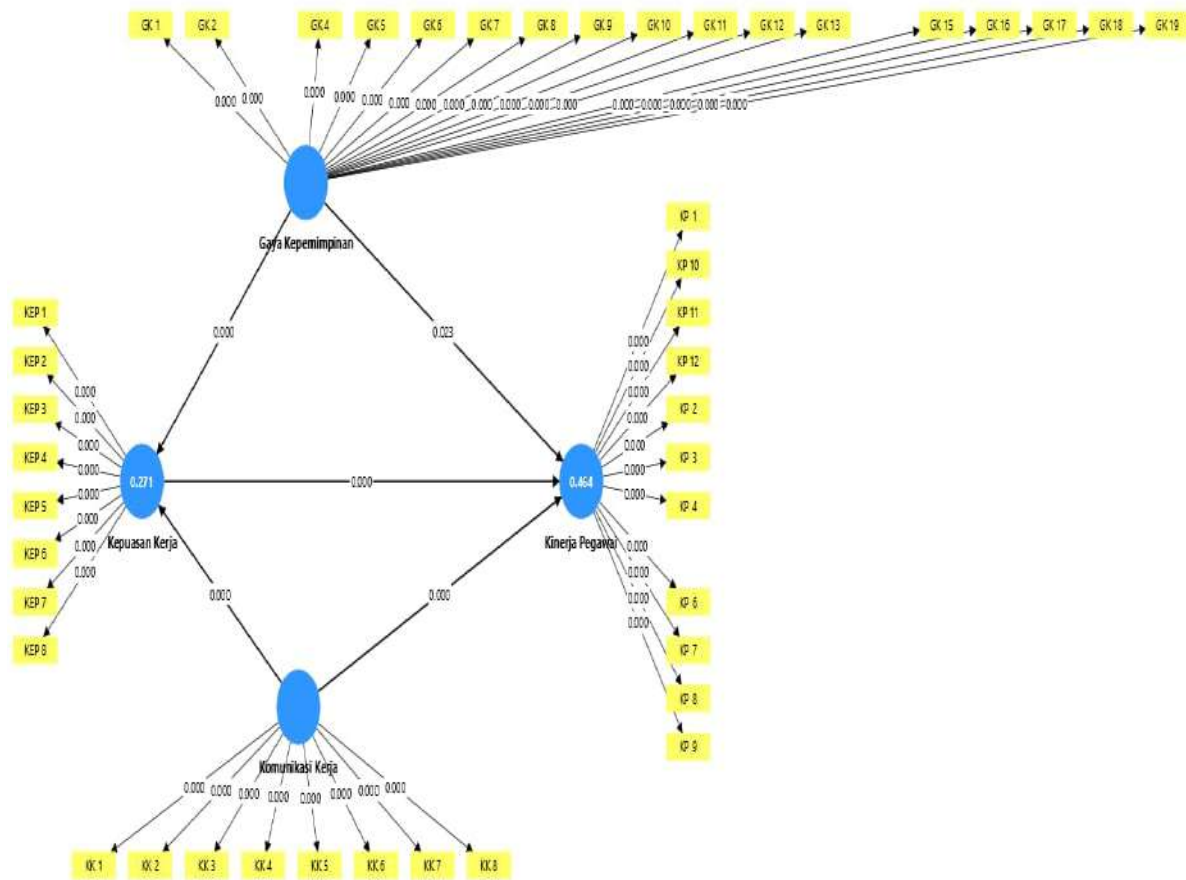


Figure 2. Research Construct Relationship Model Using Bootstrapping Method

The next step is to examine the significance of the relationships between variables in the structural model (inner model). This test aims to determine the strength and significance of the relationships between the hypothesized constructs. In the PLS-SEM approach, this analysis is performed using a bootstrapping procedure, a resampling technique used to estimate the stability of the path coefficients and determine the T-statistic value as the basis for hypothesis testing.

3.2.1 Direct Effect

Table 6. Results of Direct Influence

Hypothesis	Original sample (O)	T Statistics (O/STDEV)	P value
H ₁	-0.171	2,276	0.023
H ₂	0.481	7,514	0,000
H ₃	0.355	5,027	0,000
H ₄	0.451	6,993	0,000
H ₅	0.358	4,888	0,000

Table 6 presents the direct effect test results. The path coefficient between Leadership Style and Employee Performance was -0.171 with a p-value of 0.023. The path coefficient between Work Communication and Employee Performance was 0.481 with a p-value of 0.000, while the path coefficient between Job Satisfaction and Employee Performance was 0.355 with a p-value of 0.000.

Furthermore, the path coefficient between Leadership Style and Job Satisfaction was 0.451 with a p-value of 0.000, whereas the path coefficient between Work Communication and Job Satisfaction was 0.358 with a p-value of 0.000. All relationships recorded p-values below 0.05.

3.2.2 Indirect Effect

Table 4. Results of Indirect Effects

Hypothesis	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics (O/STDEV)	P value
H ₆	0.160	0.166	0.042	3,778	0,000
H ₇	0.127	0.131	0.037	3,420	0.001

Table 7 presents the indirect effect test results. The indirect effect of Leadership Style on Employee Performance through Job Satisfaction produced a path coefficient of 0.160, a t-statistic of 3.778, and a p-value of 0.000. Furthermore, the indirect effect of Work Communication on Employee Performance through Job Satisfaction produced a path coefficient of 0.127, a t-statistic of 3.420, and a p-value of 0.001. Both indirect relationships recorded p-values below 0.05.

3.3 Discussion of Research Results

3.3.1 The Influence of Financial Knowledge Management on Members' Investment Behavior

The results of the study indicate that leadership style has a significant but negative influence on employee performance, as seen from the path coefficient value of -0.171 with a p-value of 0.023. The negative direction of the coefficient reflects that improvements in certain aspects of leadership style are actually followed by a tendency for employee performance to decline. This indicates that the results of this study are inconsistent with the research of Firelni et al. (2025) who found that leadership style has a direct and significant influence on employee performance.

Based on the grand theory used in this study, the Two-Factor Theory of work motivation, leadership is part of the hygiene factor or external factors that influence employee psychological comfort at work. When leaders fail to provide adequate direction, lack clear communication, or fail to demonstrate the necessary support, these conditions can reduce employees' sense of security and comfort in carrying out their duties. Leadership patterns that are not aligned with employee needs can create stress, damage, and trigger work motivation, ultimately impacting performance.

Analysis of the distribution of respondents' responses indicates that most aspects of leadership style were highly rated by employees, particularly leadership behaviors that demonstrated enthusiasm, dedication, and active involvement in preventing problems. However, some aspects received lower ratings than other indicators, particularly regarding recognition of employee contributions. This difference in ratings reflects that although many elements of leadership have been implemented well, certain aspects have not been implemented optimally. This similarity indicates that leadership quality has not fully met employee expectations, potentially influencing perceptions and ultimately impacting employee performance. Furthermore, the F-square value of 0.042, which is categorized as weak, reinforces the relatively small influence of leadership style on employee performance compared to other variables in the research model. This confirms that leadership style at the Ogan Komering Ilir Regency DPRD Secretariat has not yet acted as a primary factor driving performance, thus requiring adjustments to provide a more optimal contribution to improving employee performance.

3.3.2 Work Communication on Employee Performance

Based on the results of the hypothesis testing, it is known that work communication has a positive and significant effect on employee performance at the Secretariat of the Ogan Komering Ilir Regency

DPRD. This indicates that a good communication process in the work environment can strengthen understanding between employees, improve coordination, and build harmonious cooperation, thus impacting the improvement of individual and organizational performance as a whole. Clear and open communication helps employees understand their tasks, responsibilities, and organizational goals, which ultimately creates a productive and conducive work environment.

These results are supported by research conducted at the Tanzania Electric Supply Company (TANESCO), where effective internal communication was shown to have a significant role in improving employee performance through increased understanding and harmonious working relationships [13]. Similarly, Amal found that good communication skills can strengthen organizational citizenship behavior, which has a positive impact on improving performance [14].

The findings regarding the importance of workplace communication in improving employee performance are also in line with the Two-Factor Theory developed by Frederick Herzberg. In this theory, communication is part of the hygiene factor that does not directly create satisfaction, but is crucial in determining whether or not there is dissatisfaction at work. When communication within an organization is clear, open, and supportive, employees will feel valued, satisfied, and secure in carrying out their duties. Conversely, ineffective communication can cause discomfort, confusion, and lower work morale. Therefore, good workplace communication serves as an important foundation for optimal motivating factors such as achievement, recognition, and responsibility, thus improving employee performance.

3.3.3 Job Satisfaction with Employee Performance

Based on the results of the hypothesis testing, it was found that job satisfaction has a positive and significant effect on employee performance at the Ogan Komering Ilir Regency DPRD Secretariat. This indicates that the higher the level of job satisfaction experienced by employees, the better their performance will be. Employees who feel satisfied with their jobs tend to demonstrate higher loyalty, commitment, and responsibility in carrying out their duties. A sense of comfort and happiness in their work creates an internal drive for employees to deliver the best work results and contribute optimally to the organization.

This finding is in line with research by Nilasari et al., which explains that job satisfaction has a significant influence on improving performance in the education sector. Job satisfaction can increase work motivation and impact employee performance [15]. Job satisfaction is a positive emotional state that encourages productivity and work efficiency, where satisfied employees tend to have higher commitment and better work results.

The findings regarding the positive influence of job satisfaction on employee performance are also in line with the Two Factor Theory proposed by Frederick Herzberg. In this theory, job satisfaction is influenced by motivating factors, such as achievement, recognition, responsibility, and personal development. When employees feel appreciated for their contributions, receive opportunities for development, and receive clarity in their duties and responsibilities, a feeling of intrinsic satisfaction arises. This positive emotional state then encourages employees to work more optimally, demonstrate a higher commitment, and strive to achieve the best results. At the Ogan Komering Ilir Regency DPRD Secretariat, job satisfaction formed through pleasant work experiences, healthy working relationships, and support from leadership serves as a primary driver for improving employee performance.

3.3.4 Leadership Style on Job Satisfaction

Based on the results of the hypothesis testing, it was found that leadership style has a positive and significant effect on job satisfaction among employees of the Ogan Komering Ilir Regency DPRD Secretariat. This indicates that leaders who are able to provide direction, support, and good role models can create a conducive work environment and increase employee satisfaction with their work. Job

satisfaction arises when employees feel disappointed, have good working relationships, and receive rewards commensurate with their performance. An effective leadership style can also increase employee motivation and loyalty, so they are more enthusiastic in carrying out their duties.

This finding aligns with research by Elisabeth et al., which shows that transformational leadership has a positive and significant impact on job satisfaction. Transformational leaders who are able to provide vision, inspiration, and attention to the individual needs of their subordinates can increase job satisfaction. Furthermore, supportive, communicative, and individual-development-oriented leadership behaviors can increase job satisfaction, particularly in the education sector [16].

The relationship between leadership style and job satisfaction can also be explained through the Two Factor Theory developed by Frederick Herzberg. In this theory, leadership style falls into the category of hygiene factors, namely external factors that do not directly create satisfaction, but are crucial in preventing dissatisfaction in the workplace. When leaders demonstrate supportive behavior, provide clear direction, maintain effective communication, and pay attention to the needs of subordinates, these conditions will create a sense of security, comfort, and appreciation for employees. A work environment free from pressure and intimidation allows motivating factors such as achievement, recognition, and self-development to function optimally, resulting in employee satisfaction.

3.3.5 Work Communication on Job Satisfaction

Based on the results of the hypothesis testing, it was found that work communication has a positive and significant effect on job satisfaction among employees of the Ogan Komering Ilir Regency DPRD Secretariat. This indicates that effective communication between employees and between leaders and subordinates can create a harmonious work atmosphere, strengthen mutual trust, and increase comfort in the workplace. When communication in the workplace runs well, information can be conveyed clearly, conflict can be minimized, and each employee feels valued and involved in the organizational process.

This is in line with research by Ramirez-Lozano et al., who found that in a family business environment in Peru, employee productivity and satisfaction levels increased when there was good communication between leaders and their subordinates [17]. Similar results were also found in research by Pirrotta et al. in the public sector, which showed that the quality of internal communication was an important factor in the Job Demands-Resources model. Clear, inclusive, and respectful communication has been shown to improve employee well-being and job satisfaction. The study also confirmed that employees tend to have positive perceptions of the organization when they feel heard, given the opportunity to express their opinions, and receive relevant and transparent information. Thus, open, two-way, and participatory work communication plays an important role in increasing job satisfaction because it creates a healthy work climate, strengthens professional relationships, and fosters a sense of belonging to the organization [18].

This condition creates a stable work climate and supports the psychological well-being of employees, so that motivating factors such as enthusiasm, commitment, and feelings can grow more optimally. In the Secretariat of the Ogan Komering Ilir Regency DPRD, effective communication patterns appear to be able to reduce the potential for dissatisfaction while strengthening job satisfaction, in accordance with what Herzberg described that well-managed hygiene factors are an important foundation for creating employee satisfaction in the organization.

3.3.6 Job Satisfaction as an Intervening Variable between Leadership Style and Performance

Based on the results of hypothesis testing, it is known that job satisfaction acts as an intervening variable between leadership style and employee performance at the Secretariat of the Ogan Komering Ilir Regency DPRD. This indicates that job satisfaction can bridge the relationship between leadership style and improved employee performance. Employees who feel support, fairness, and recognition from

their superiors tend to have a high level of job satisfaction, which ultimately encourages motivation and work enthusiasm in achieving organizational targets. A conducive work environment and a harmonious relationship between leaders and subordinates are important factors in bridging the influence of leadership on employee performance.

The relationship between leadership style, job satisfaction, and employee performance can be explained through Herzberg's Two Factor Theory, where leadership style is a hygiene factor that does not directly lead to satisfaction, but is crucial in preventing job dissatisfaction. A leadership style that is less supportive, inconsistent, or lacking in attention can reduce employee well-being and ultimately increase job satisfaction. Conversely, when leaders are able to provide support, clear direction, and appreciation to employees, these hygiene factors are met and create a stable work environment that allows motivating factors such as achievement and responsibility to develop. Thus, an effective leadership style contributes to job satisfaction, which then bridges the influence of leadership style on improving employee performance.

4. CONCLUSION

This study examined the relationships among leadership style, work communication, job satisfaction, and employee performance. The findings indicate that work communication has a positive and significant effect on employee performance, while leadership style has a significant negative effect on employee performance. In addition, leadership style and work communication significantly influence job satisfaction, and job satisfaction positively affects employee performance. The results also reveal that job satisfaction mediates the relationships between leadership style and employee performance as well as between work communication and employee performance. These findings highlight the importance of effective workplace communication and employee job satisfaction in improving performance outcomes. Practically, organizations should strengthen communication mechanisms and implement policies that enhance employee satisfaction. Future research is recommended to investigate additional variables, such as organizational culture, work motivation, or organizational commitment, to provide a more comprehensive understanding of employee performance.

REFERENCE

- [1] M. Kisnanda, S. Suharto, and N. F. Agus, "The influence of organizational behavior on employee performance at the Regional People's Representative Council Secretariat, Kaur Regency, Master of Public Administration," *International Journal of Public Policy and Administration*, vol. 6, no. 1, pp. 1–15, Jan. 2025. (Catatan: artikel ini diterbitkan sebagai bagian dari tesis magister administrasi publik).
- [2] A. Fahrisoni, M. Zulkarnain, N. Nursyamsu, and S. W. Herningsih, "Organizational behavior and organizational culture on employee performance," *Journal of Management and Business (JOMB)*, vol. 4, no. 2, pp. 840–855, Dec. 2022, doi: 10.31539/jomb.v4i2.4269.
- [3] S. Riyanto, E. Endri, and N. Herlisha, "The influence of work motivation and job satisfaction on employee performance: the mediating role of employee engagement," *Problems and Perspectives in Management*, vol. 19, no. 3, pp. 162–174, Sep. 2021, doi: 10.21511/ppm.19(3).2021.14.
- [4] W. G. P. A. Hidayat and H. Tannady, "Analysis of organizational citizenship behavior (OCB) variables, job stress, work communication, work climate that influence employee performance and intention to leave work at PT. Bank Tabungan Negara (Persero) Tbk. Gresik Branch," *International Journal of Science, Technology & Management*, vol. 4, no. 3, pp. 688–696, May 2023, doi: 10.46729/ijstm.v4i3.812.
- [5] H. Siregar, I. Indrayani, M. Khaddafi, Y. Yanita, and H. Irawati, "The influence of motivation and leadership style on employee performance at the Environment and Forestry Service of Riau Islands

- Province," *International Journal of Social Sciences, Education, Economics, Agricultural Research, and Technology (IJSET)*, vol. 1, no. 3, pp. 133–144, Feb. 2022, doi: 10.54443/ijset.v1i3.15.
- [6] Oktavia, "Human capital, job satisfaction and employee performance," *International Journal of Management and Business Sciences*, vol. 5, no. 1, pp. 19–28, Jun. 2023.
- [7] A. N. Safitri, "The influence of work environment, empowerment, and leadership on employee performance (study at PT. Phapros, Tbk Semarang)," *Journal of Economics and Business*, vol. 11, no. 2, pp. 14–25, Sep. 2022.
- [8] S. Alamanda, M. Setiawan, and D. W. Irawanto, "The effect of leadership style on employee performance with job satisfaction and organizational commitment as intervening variables," *Journal of Management Applications*, vol. 20, no. 1, pp. 34–42, Mar. 2022, doi: 10.21776/ub.jam.2022.020.01.04.
- [9] I. Kusdianto, R. Rismalasari, M. Ikbali, and H. Haedar, "The influence of leadership and communication styles on employee performance at PT. PLN (PERSERO) UP3 Palopo," *Journal of Management, STIE Muhammadiyah Palopo*, vol. 8, no. 1, pp. 83–94, Jan. 2022, doi: 10.35906/jurman.v8i1.1068.
- [10] S. Martin and B. Feinberg, "The influence of work discipline on medical employee performance with work communication as an intervening variable," *MEDALION JOURNAL: Medical Research, Nursing, Health and Midwife Participation*, vol. 4, no. 1, pp. 22–30, Jan. 2023, doi: 10.59733/medalion.v4i1.69.
- [11] Sugiyono, *Qualitative Quantitative Research Methods, R&D*, 3rd ed. Bandung, Indonesia: Alfabeta, 2021.
- [12] J. Hair, G. T. M. Hult, C. Ringle, and M. Sarstedt, *An Introduction to Partial Least Squares Structural Equation Modeling (PLS-SEM)*, 3rd ed. Thousand Oaks, CA, USA: Sage Publications, 2022.
- [13] F. Rodrick, "The role of workplace communication on employee performance in Tanzania: a case study of Tanzania Electricity Supply Company (TANESCO)," *The Accountancy and Business Review*, vol. 16, no. 2, pp. 113–126, Dec. 2024, doi: 10.59645/abr.v16i2.34.
- [14] E. A. Amal, "The impact of online work communication strategies on employee productivity," *International Journal of Research and Innovation in Social Sciences*, vol. 8, no. 12, pp. 5800–5810, Dec. 2024, doi: 10.47772/IJRIS.2024.803435S.
- [15] B. M. Nilasari, R. Risqiani, M. Nisfiannoor, F. M. Leon, and Kurniawati, "The influence of job satisfaction on the performance of educational staff employees," *European Journal of Business and Management Research*, vol. 9, no. 3, pp. 148–156, Jun. 2024, doi: 10.24018/ejbmr.2024.9.3.2326.
- [16] D. R. Elisabeth, P. S. Wardhani, and M. F. Rohman, "The influence of transformational leadership style on employee performance through job satisfaction as a mediating variable," *Humanities and Social Sciences Reviews*, vol. 13, no. 1, pp. 112–124, Jan. 2025, doi: 10.30574/wjarr.2025.25.1.0172.
- [17] J. Ramirez-Lozano, R. Peñaflores-Guerra, and V. Sanagustín-Fons, "Leadership, communication, and job satisfaction for employee engagement and sustainability of family businesses in Latin America," *Administrative Sciences*, vol. 13, no. 6, p. 142, Jun. 2023, doi: 10.3390/admsci13060142.
- [18] L. Pirrotta, A. Ferrari, P. Cantarelli, and N. Belle, "Communication and job satisfaction among civil servants: evidence from a large-scale survey with health professionals," *International Journal of Public Sector Management*, vol. 38, no. 1, pp. 45–62, Mar. 2024, doi: 10.1108/IJPSM-07-2024-0222