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## The Influence of Democratic Leadership Style and Career Development on Employee Performance Mediated by Jambi Province Regional Secretariat Organization Bureau Employee Job Satisfaction

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**Abstract:** This research aims to find out and describe the description of democratic leadership style, career development, job satisfaction and employee performance at the Regional Secretariat Organization Bureau of Jambi Province as well as to find out and analyze the influence of democratic leadership style and career development on employee performance mediated by job satisfaction at the Secretariat Organization Bureau Jambi Province Region. The method used in this research is descriptive verification and quantitative methods. Based on the approach, it can be seen that the number of samples is 62 people. This research uses the Smart PLS 3.0 analysis tool. Based on the description of e-government, competency, work motivation and employee performance in the Bureau. Based on the description of the democratic leadership style, it shows that the democratic leadership style is in the quite good category. Then for fairly good career development, the description of the job satisfaction variable is in the quite satisfied category. Meanwhile, the description of employee performance variables in the category is quite high. Based on the research results, leadership style has a positive and significant effect on job satisfaction, career development has a positive and significant effect on job satisfaction, democratic leadership style has a positive and significant effect on employee performance, career development has a positive and significant effect on employee performance, job satisfaction has a positive and significant effect on employee performance, Democratic leadership style has a positive and significant effect on employee performance mediated by job satisfaction and career development does not have a significant effect on employee performance mediated by job satisfaction.

**Keyword:** Democratic Leadership Style, Career Development, Employee Performance and Job Satisfaction.

## INTRODUCTION

In an effort to realize the desired employee performance, there are many factors that influence employee performance, including leadership, behavior, perception, job satisfaction, actions and so on (Suparyadi, 2015). In this regard, this research will discuss the factors identified as influencing employee performance, namely, democratic leadership style and career development.

Sutikno (2014) said that leadership style is a pattern of behavior carried out by integrating organizational goals with individual goals to achieve the desired goals. A leader must have a leadership style that suits the situation and conditions of the employees he leads. Apart from that, democratic leadership can also influence employee performance through job satisfaction where employees have high job satisfaction at work which comes from within themselves.

Leadership (*leadership*) is the ability to influence a group towards achieving a set vision or goal. The source of this influence can be formal, as is the case with managerial ranks within an organization (Robbins & Judge, 2017). Modern leadership views leaders as individuals who inspire their followers through words, ideas and behavior (Robbins and Judge 2017). Leaders function to inspire their followers to go beyond the employees' own self-interest and have the ability to have a deep influence. They work collaboratively to meet their needs and communicate the organization's vision and mission to employees. So it can have implications and have a significant influence on employee performance (Eliyana et al., 2019).

Voon et al., (2012), said that the success of an organization in achieving goals and objectives depends on a leader adopting the right leadership style so that it can influence job satisfaction, commitment and productivity. Therefore, an organization needs leaders who have characteristics, and one of the leaders who have such characteristics is a democratic leadership style. In principle, a democratic leadership style motivates subordinates to do better than what is usually done, in other words it can increase subordinates' trust and self-confidence which will have an effect on improving performance.

Based on previous research conducted by Tomi et al., (2021), Ekhsan (2019) and Hidayah (2021) said that democratic leadership style has a significant influence on employee performance. Meanwhile, research conducted by (Sinurat, 2022) states that democratic leadership style does not have a significant influence on employee performance.

Employee career development can generally be interpreted as an effort to change or improve an employee's career from another position to a different group. Martoyo, (2007) said that career development is a condition that shows an increase in a person's status in an organization along the career path that has been determined in the organization concerned. Career development affects employee performance, where career development is a formal approach taken by an organization to ensure that people in the organization have the appropriate qualifications, abilities and experience when needed. Therefore, Regional Governments need to manage careers and develop them well so that employee productivity is maintained and able to encourage employees to always do their best and avoid work frustration which results in a decline in organizational performance. Every organization and regional government will always try to improve employee performance, with the hope that the organization's goals will be achieved.

Furthermore, based on the results of research conducted by (Yuniharto, 2022), it shows that there is a positive and significant influence on career development on employee performance. Likewise, the results of research conducted by (Hutauruk et al., 2023) stated

that there is a positive and significant influence of career development on employee performance. Meanwhile, research (Hapsoro et al., 2022) states that there is no significant influence between career development and employee performance.

Then, based on research conducted by (Mitang & Kiha, 2019), job satisfaction has a significant effect as a mediating variable for democratic leadership style on employee performance. Meanwhile, research (Syardiansah et al., 2020) states that job satisfaction does not have a significant effect on employee performance. Hasibuan, (2016) said that job satisfaction is an emotional attitude of enjoying and loving one's work, this attitude is reflected in work morale, discipline and work performance.

The Organization Bureau is one of the work units within the Jambi Province Regional Secretariat which was formed based on Jambi Province Regional Regulation Number 13 of 2008 dated 10 November 2008 concerning the Organization and Work Procedures of the Regional Secretariat and Secretary of the Jambi Province DPRD. In accordance with Regional Regulation Number 13 of 2008, the task of the Jambi Province Regional Secretariat Organization Bureau is to prepare guidance materials and formulate government administration policies in the areas of organization, management and development of apparatus performance as well as carrying out personnel administration activities of the Regional Secretariat. To carry out these main tasks, in accordance with Jambi Governor Regulation 29 of 2008 concerning Description of the main tasks and functions of the Regional Secretariat and the Jambi Provincial DPRD Secretariat, the Organization Bureau has the function of implementing administrative services and institutional structuring and management activities as well as managing performance accountability activities. Preparation of policy preparation materials in the field of apparatus performance development and job analysis activities and implementation of personnel administration management activities within the Regional Secretariat in accordance with applicable laws and regulations.

The problem in this research is that the Head of the Jambi Province Regional Secretariat Organization Bureau from 2018 to 2022 has held 27 meetings. The number of meetings in 2020 and 2021 decreased, namely only 3 times each. The number of employees in the Jambi Province Regional Secretariat Organization Bureau who receive promotions every year fluctuates. For 2021, only 1 employee will receive a promotion. The need for work facilities at the Jambi Province Regional Secretariat Organization Bureau for 2018-2022 is not met every year. In 2018 the facilities needed were 158 units while only 103 units were available. During 2018 to 2022, the implementation of activities at the Jambi Province Regional Secretariat Organization Bureau only achieved the target in 2019. The implementation of work activities in 2018, 2020, 2021 and 2022 did not reach the target, in fact in 2020 only 35.42 percent was carried out and in 2021 only 54.29 percent was achieved.

Based on the description above, the author is interested in conducting research on "The Influence of Democratic Leadership Style and Career Development on Employee Performance Mediated by Job Satisfaction of Employees of the Regional Secretariat Organization Bureau of Jambi Province".

## **METHOD**

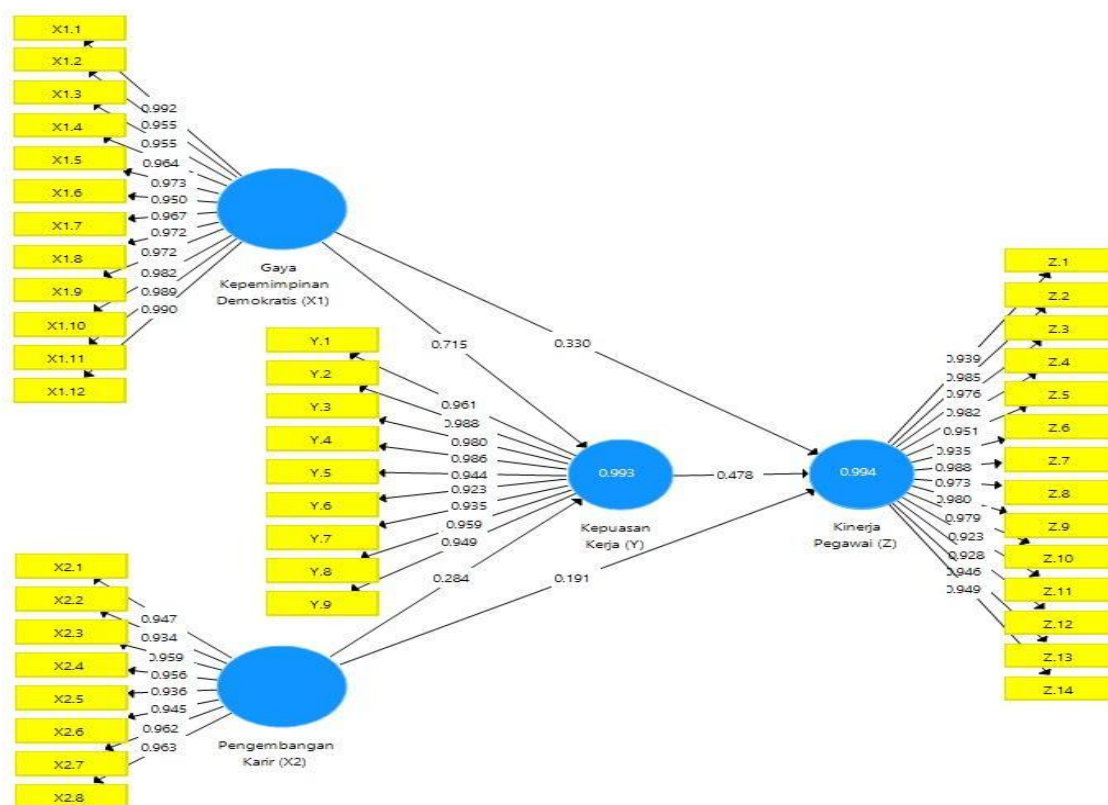
The method used in this research is descriptive verification and quantitative methods. According to Sugiyono (2016), the verification method is defined as a research method through proof to test the hypothesis resulting from descriptive research with statistical calculations so that proof results are obtained that show the hypothesis is rejected or accepted. Meanwhile, quantitative can be interpreted as a research method based on the

philosophy of positivism, used to research certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative/statistical with the aim of testing hypotheses that have been established. set. The analytical tool used is PLS analysis. There are several reasons why PLS is used in research. In this research, these reasons are: First, PLS (*Partial Least Square*) is a data analysis method based on the assumption that the sample does not have to be large, namely that a sample size of less than 100 can be analyzed, and residual distribution, second, PLS can be used to analyze theories that are still said to be weak, because PLS can be used for predictions, third, PLS allows the algorithm to use series ordinary least square (OLS) analysis to obtain algorithm calculation efficiency (Ghozali & Latan, 2015). Fourth, in the PLS approach, it is assumed that all variance measures can be used to explain.

## RESULTS AND DISCUSSION

### Convergent Validity Testing

The results of initial research model calculations using SmartPLS 3.0 software can be seen in the following image:



**Figure 1. Results of Initial Research Model Calculations**

The outer loadings test is carried out to prove that an indicator on a construct will have the largest loading factor on the construct it forms compared to the loading factor on another construct. Based on Figure 1, it shows that all loading factors are above 0.70. The calculation results of the third model are considered reliable because all loading factors are above 0.70.

Next, we move on to other measures to establish convergent validity at the construct level, namely average *variance extracted* (AVE). Provisions in the measurement model (*outer model*) that AVE is considered to have met convergent validity if the AVE value is greater than 0.50. The results of the AVE value are as follows:

**Table 1. Mark Average Variance Extracted**

Variable	AVE value	Information
Democratic leadership style (X1)	.944	Valid
Career development (X2)	.903	Valid
Job satisfaction (Y)	.919	Valid
Employee Performance (Z)	.921	Valid

Source: Smart PLS Version 3.0 (2023)

Table 1 shows that all the AVE values above show a value of >0.5, where the AVE value for each construct or indicator in the research variable can be declared valid. Based on this, it can be concluded that the construct has met the validity test at the convergent stage.

The next stage is to carry out a discriminant validity test using Cross-loadings. An indicator is declared to be satisfactory discriminant *validity* when value cross *loading* the indicator on the variable is the largest compared to the other variables or the cross loading value is greater than 0.7. Test result discriminant *validity* obtained as follows:

**Table 2. Cross Loading**

	Democratic Leadership Style (X1)	Career Development (X2)	Job Satisfaction (Y)	Employee Performance (Z)
X1.1	0.992	0.975	0.986	0.985
X1.2	0.955	0.959	0.952	0.948
X1.3	0.955	0.945	0.952	0.952
X1.4	0.964	0.958	0.959	0.953
X1.5	0.973	0.960	0.970	0.970
X1.6	0.950	0.944	0.951	0.953
X1.7	0.967	0.958	0.960	0.960
X1.8	0.972	0.965	0.967	0.962
X1.9	0.972	0.965	0.965	0.966
X1.10	0.982	0.967	0.981	0.980
X1.11	0.989	0.976	0.984	0.988
X1.12	0.990	0.978	0.985	0.988
X2.1	0.933	0.947	0.933	0.928
X2.2	0.916	0.934	0.925	0.928
X2.3	0.953	0.959	0.949	0.949
X2.4	0.960	0.956	0.962	0.963
X2.5	0.930	0.936	0.936	0.937
X2.6	0.935	0.945	0.932	0.935
X2.7	0.952	0.962	0.955	0.953
X2.8	0.951	0.963	0.947	0.950
Y.1	0.954	0.961	0.961	0.964
Y.2	0.987	0.979	0.988	0.988
Y.3	0.972	0.974	0.980	0.979
Y.4	0.992	0.975	0.986	0.985
Y.5	0.941	0.941	0.944	0.935
Y.6	0.909	0.911	0.923	0.911
Y.7	0.933	0.926	0.935	0.922
Y.8	0.954	0.947	0.959	0.956
Y.9	0.946	0.939	0.949	0.949
Z.1	0.928	0.938	0.931	0.939
Z.2	0.981	0.972	0.981	0.985
Z.3	0.965	0.967	0.973	0.976
Z.4	0.986	0.969	0.979	0.982

	Democratic Leadership Style (X <sub>1</sub> )	Career Development (X <sub>2</sub> )	Job Satisfaction (Y)	Employee Performance (Z)
Z.5	0.942	0.939	0.949	0.951
Z.6	0.926	0.930	0.931	0.935
Z.7	0.989	0.976	0.984	0.988
Z.8	0.969	0.952	0.969	0.973
Z.9	0.976	0.962	0.973	0.980
Z.10	0.977	0.964	0.971	0.979
Z.11	0.923	0.935	0.925	0.923
Z.12	0.916	0.934	0.925	0.928
Z.13	0.947	0.952	0.942	0.946
Z.14	0.946	0.939	0.949	0.949

Source: Smart PLS Version 3.0 (2023)

Based on table 2, it can be seen that all indicators in the research variables have value cross loading greater than 0.7. Based on the results obtained, it can be stated that the indicators used in this research have discriminant validity who are good at arranging the variables so that all indicators have value cross loading greater than the variable it forms compared to the value cross loading on other variables. Based on the results obtained, it can be stated that the indicators used in this research have discriminant validity who are good at arranging their respective variables.

The composite reliability and Cronbach Alpha values for each variable can be seen in table 3 as follows:

Table 3. Composite Reliability

Variable	Composite Reliability	Information	Cronbach Alpa	Information
X <sub>1</sub>	0,995	Reliable	0,995	Reliable
X <sub>2</sub>	0,987	Reliable	0,985	Reliable
AND	0,990	Reliable	0,989	Reliable
WITH	0,994	Reliable	0,993	Reliable

Source: Smart PLS Version 3.0 (2023)

Based on table 3 test results composite reliability and Cronbach's alpha shows that the values of all variables can be said to be reliable because they have a composite reliability value greater than 0.70. This means that all variables can be said to be reliable, trustworthy and research data can be used to produce the best research.

**Inner Model Evaluation**

In assessing the model with PLS, start by looking at the R-Square for each dependent latent variable. Table 4 is the result of R-square estimation using SmartPLS 3.0:

Table 4. R-Square Value

Variable	R-Square
Job satisfaction (Y)	0,993
Employee Performance (Z)	0,994

Source: Smart PLS Version 3.0 (2023)

Table 4 shows the results for the R-square value of job satisfaction of 99.3 percent, and employee performance of 99.4 percent. This shows that the influence of democratic leadership style and career development on job satisfaction is in the very strong category.

Then the influence of democratic leadership style and career development on employee performance is in the strong category.

The result of the Q square calculation in this study is 0.9998, meaning that the model in this study is suitable for explaining endogenous variables because the value  $0.9998 > 0$ .

### Hypothesis test

The results of hypothesis testing are carried out based on the results of testing the Inner Model (structural model) using bootstrapping on *SmartPLS 3.0* to see whether a hypothesis can be accepted or rejected, including by paying attention to the significance value between constructs in the t-statistic value, and *p-values*. To find out the overall influence of exogenous variables on endogenous variables, you can see: *indirect effect*. The output results bootstrapping on *SmartPLS 3.0* can be seen in the following table:

**Table 5. Result for Inner Weights**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Democratic Leadership Style (X1) -> Job satisfaction (Y)	.715	.726	.121	5.929	<b>.000</b>
Career development (X2) -> Job satisfaction (Y)	.284	.272	.121	2.338	<b>.020</b>
Democratic Leadership Style (X1) -> Performance (Z)	.330	.319	.101	3.272	<b>.001</b>
Career development (X2) -> Performance (Z)	.191	.182	.087	2.190	<b>.029</b>
Job satisfaction (Y) -> Performance (Z)	.478	.498	.138	3.474	<b>.001</b>
Democratic Leadership Style (X1) -> Job satisfaction (Y) -> Performance (Z)	.342	.361	.116	2.948	<b>.003</b>
Career development (X2) -> Job satisfaction (Y) -> Performance (Z)	.136	.137	.080	1.700	<b>.090</b>

Source: *Smart PLS Version 3.0 (2023)*

In PLS, statistical testing of each hypothesized relationship is carried out using simulation. In this case, the Bootstrapping method is used on the sample. Testing with bootstrapping is also intended to minimize the problem of non-normality of research data. Test results using bootstrapping from PLS analysis are as follows:

### Hypothesis Testing the Effect of Democratic Leadership Style on Job Satisfaction

The results of hypothesis testing show that the relationship between the democratic leadership style variable and job satisfaction shows a path coefficient of 0.715. The t statistics value is  $5.929 > 1.96$  and the P value is 0.000 which is smaller than 0.05 so the hypothesis  $H_1$  accepted. With these results, it can be stated that the democratic leadership style variable has a positive and significant effect on job satisfaction. This means that if the democratic leadership style increases, it will not significantly affect job satisfaction.

### Hypothesis Testing the Effect of Career Development on Job Satisfaction

The results of hypothesis testing show that the relationship between the career development variable and job satisfaction shows a path coefficient of 0.284. The t statistics value is  $2.338 > 1.96$  and the P value is 0.020 which is smaller than 0.05 so the hypothesis  $H_1$

accepted. With these results, it can be stated that the career development variable has a positive and significant effect on job satisfaction. This means that if career development gets better, job satisfaction will increase.

### **Hypothesis Testing the Effect of Democratic Leadership Style on Employee Performance**

The results of hypothesis testing show that the relationship between the democratic leadership style variable and employee performance shows a path coefficient of 0.330. The t statistics value is  $3.272 > 1.96$  and the P value is 0.001 which is smaller than 0.05 so the hypothesis  $H_1$  accepted. With these results, it can be stated that the democratic leadership style variable has a positive and significant effect on employee performance. This means that if the democratic leadership style increases, performance will increase.

### **Hypothesis Testing the Effect of Career Development on Employee Performance**

The results of hypothesis testing show that the relationship between the career development variable and employee performance shows a path coefficient of 0.191. The t statistics value is  $2.190 > 1.96$  and the P value is 0.029 which is smaller than 0.05 so the hypothesis  $H_1$  accepted. With these results, it can be stated that the career development variable has a positive and significant effect on employee performance. This means that if career development gets better, performance will increase.

### **Hypothesis Testing the Effect of Job Satisfaction on Employee Performance**

The results of hypothesis testing show that the relationship between the variable job satisfaction and employee performance shows a path coefficient of 0.478. The t statistics value is  $3.474 > 1.96$  and the P value is 0.001 which is smaller than 0.05 so the hypothesis  $H_1$  accepted. With these results, it can be stated that the job satisfaction variable has a positive and significant effect on employee performance. This means that if job satisfaction increases, performance will increase.

### **Hypothesis Testing The Effect of Democratic Leadership Style on Employee Performance is Mediated by Job Satisfaction**

The results of hypothesis testing show that the relationship between the democratic leadership style variable on employee performance and job satisfaction as an intervening variable shows a path coefficient of 0.342 with a t statistics value of  $2.948 > 1.96$  and the P value is 0.003 which is smaller than 0.05 so that the hypothesis  $H_1$  accepted. With these results, it can be stated that the democratic leadership style has a positive and significant effect on employee performance, mediated by job satisfaction.

### **Hypothesis Testing The Effect of Career Development on Employee Performance is Medated by Job Satisfaction**

Then the results of hypothesis testing show that the relationship between career development variables on employee performance and job satisfaction as an intervening variable shows a path coefficient of 0.136 with a t statistics value of  $1.700 < 1.96$  and the P value is 0.090 which is greater than 0.05 so that the hypothesis  $H_1$  rejected. With these results, it can be stated that career development does not have a positive and significant effect on employee performance, mediated by job satisfaction.



## **Discussion**

### **Description of democratic leadership style, career development, job satisfaction and employee performance at the Jambi Province Regional Secretariat Organization Bureau**

Information on the results of the questionnaire regarding democratic leadership style shows that the total score for democratic leadership style is 2,469 in the quite good category. Then, the description of the career development variable shows that the career development of employees at the Jambi Province Regional Secretariat Organization Bureau is quite good with a score of 1651. Furthermore, the description of the job satisfaction variable shows that the job satisfaction score is 1839 in the quite satisfied category. Meanwhile, the description of employee performance variables shows that the score is 2862 in the quite high category.

### **The Influence of Democratic Leadership Style on Job Satisfaction**

The research results show that the democratic leadership style variable has a positive and significant effect on job satisfaction. These results agree with (Mitang & Kiha, 2019) which states that democratic leadership has a positive and significant effect on employee job satisfaction. The influence of the democratic leadership style on job satisfaction is because the leader involves the participation of members in making decisions, the decisions taken by the leader are permanent and cannot be changed, the leader has a good relationship with employees, the leader always provides support to employees to complete their work, the leader is a communication link between employees. In improving performance, leaders carry out intense communication aimed at improving employee performance, leaders always provide direction regarding performance to employees, leaders discuss problems with employees in deliberation, leaders make rules either verbally or in writing as a means of limiting the activities carried out by employees, leaders are fully responsible for the decisions they take, leaders act according to standards even under any circumstances and leaders can control their emotions well.

### **The Effect of Career Development on Job Satisfaction**

The research results show that the career development variable has a positive and significant effect on job satisfaction. These results agree with research conducted by (Lisdiani, 2017) and research by (Bahri & Nisa, 2017) which states that career development has a positive and significant effect on job satisfaction. The influence of career development on job satisfaction is because employees have education and education as capital to support their work, employees have positions in accordance with their education, employees move to this organization because it suits their skills, employees move to this organization because they have worked in the previous organization for a long time, employees get the opportunity to get a good career, employees get work promotions according to their work results, employees get career development because of the work experience they have and employees get an assessment from superiors for career advancement because of the work experience the employee has.

### **The Influence of Democratic Leadership Style on Employee Performance**

The results of the research show that the relationship between the democratic leadership style variables has a positive and significant effect on employee performance. These results agree with research conducted by Tomi et al., (2021), Ekhsan (2019) and Hidayah (2021) who said that democratic leadership style has a positive and significant effect on employee performance. The influence of the democratic leadership style on employee performance is because the leader involves member participation in making decisions, decisions taken by the leader are permanent and cannot be changed, the leader has a good relationship with

employees, the leader always provides support to employees to complete their work, the leader is a communication link between employees. In improving performance, leaders carry out intense communication aimed at improving employee performance, leaders always provide direction regarding performance to employees, leaders discuss problems with employees in deliberation, leaders make rules either verbally or in writing as a means of limiting the activities carried out by employees, leaders are fully responsible for the decisions they take, leaders act according to standards even under any circumstances and leaders can control their emotions well.

### **The Effect of Career Development on Employee Performance**

The research results show that the career development variable has a positive and significant effect on employee performance. These results agree with research conducted by (Yuniharto, 2022) and (Hutauruk et al., 2023) in their research results, namely that career development has a positive and significant effect on employee performance. The influence of career development on employee performance is because employees have education and education as capital to support their work, employees have positions in accordance with their education, employees move to this organization because it suits their skills, employees move to this organization because they have worked in the previous organization for a long time, employees get the opportunity to get a good career, employees get work promotions according to their work results, employees get career development because of the work experience they have and employees get an assessment from superiors for career advancement because of the work experience the employee has.

### **The Effect of Job Satisfaction on Employee Performance**

The research results show that the job satisfaction variable has a positive and significant effect on employee performance. These results agree with research conducted by Ekhsan (2019) and Hernosa & Sidharta (2017) which shows that job satisfaction has a positive and significant effect on employee performance. The influence of job satisfaction on employee performance is because employees are satisfied with the opportunities available in the employee's work to interact with other people, employees are satisfied because they can adapt to the employee's work environment, employees receive sufficient feedback from the employee's superiors regarding the employee's work, employees are satisfied with the hour regulations. applied work, employees have sufficient freedom to do what the employee wants in the job, employees are satisfied working here because there are opportunities for promotion in the employee's career, employees are satisfied with the salary provided by the employee's job, employees are satisfied with the additional employee income (TPP) that is provided employees accept and employees are satisfied with the incentives that employees receive.

### **The Influence of Democratic Leadership Style on Employee Performance is Mediated by Job Satisfaction**

The research results show that the democratic leadership style has a positive and significant effect on employee performance, mediated by job satisfaction. These results agree with research conducted by (Mitang & Kiha, 2019) which states that democratic leadership style has a positive and significant effect on employee performance through job satisfaction. The influence of the democratic leadership style on employee performance is mediated by job satisfaction because the leader involves member participation in making decisions, the decisions taken by the leader are permanent and cannot be changed, the leader has a good relationship with the employees, the leader always provides support to employees to complete their work, the leader acts as a liaison communication between employees in

improving performance, the leader carries out intense communication aimed at improving employee performance, the leader always provides direction regarding performance to employees, the leader discusses problems with employees in deliberation, the leader makes rules either verbally or in writing as a boundary tool in carrying out activities carried out by employees, the leader is fully responsible for the decisions he takes, the leader applies according to standards even under any circumstances and the leader can control his emotions well, the employee is satisfied with the opportunities available in the employee's work to interact with other people, the employee is satisfied because he can adapt to the employee's work environment, the employee receives sufficient feedback from the employee's superior regarding the employee's work, the employee is satisfied with the working hours regulations implemented, the employee has sufficient freedom to do what the employee wants in the job, the employee is satisfied working here because there are promotion opportunities in an employee's career, employees are satisfied with the salary provided by the employee's job, employees are satisfied with the additional employee income (tpp) that the employee receives and employees are satisfied with the incentives that the employee receives.

### **The Effect of Career Development on Employee Performance Through Job Satisfaction**

The research results show that career development does not have a positive and significant effect on employee performance, mediated by job satisfaction. These results agree with research conducted by research (Hapsoro et al., 2022) which states that career development does not have a positive and significant effect on employee performance, mediated by job satisfaction. The lack of influence of career development on employee performance is mediated by job satisfaction because there are still some employees who do not get promotions, do not get good career development, are transferred to other places that do not suit their skills so that these employees do not get job satisfaction.

### **CONCLUSION**

1. *AND* Democratic leadership style is 2,469 in the quite good category. Then, the description of the career development variable shows that the career development of employees at the Jambi Province Regional Secretariat Organization Bureau is quite good with a score of 1651. Furthermore, the description of the job satisfaction variable shows that the job satisfaction score is 1839 in the quite satisfied category. Meanwhile, the description of employee performance variables shows that the score is 2862 in the quite high category.
2. Leadership style has a positive and significant effect on job satisfaction at the Jambi Province Regional Secretariat Organization Bureau.
3. Career development has a positive and significant effect on job satisfaction at the Jambi Province Regional Secretariat Organization Bureau.
4. The democratic leadership style has a positive and significant effect on employee performance at the Jambi Province Regional Secretariat Organization Bureau.
5. Career development has a positive and significant effect on employee performance at the Jambi Province Regional Secretariat Organization Bureau.
6. Job satisfaction has a positive and significant effect on employee performance at the Jambi Province Regional Secretariat Organization Bureau.
7. Democratic leadership style has a positive and significant effect on employee performance, mediated by job satisfaction at the Jambi Province Regional Secretariat Organization Bureau.
8. Career development does not have a significant effect on employee performance, mediated by job satisfaction at the Jambi Province Regional Secretariat Organization Bureau.

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