

The Influence of Transformational Leadership, Competence, and Career Development on Job Satisfaction and Their Implementation on Employee Performance
(Survey at the State Printing Company of the Republic of Indonesia, Jakarta)

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ABSTRACT

A well-prepared abstract enables the reader to identify the basic content of a document quickly and accurately, to determine its relevance to their interests, and thus to decide whether to read the document in its entirety. The Abstract should be informative and completely self-explanatory, provide a clear statement of the problem, the proposed approach or solution, and point out major findings and conclusions. The Abstract should be 100 to 200 words in length. The abstract should be written in the past tense. Standard nomenclature should be used and abbreviations should be avoided. No literature should be cited. The keyword list provides the opportunity to add keywords, used by the indexing and abstracting services, in addition to those already present in the title. Judicious use of keywords may increase the ease with which interested parties can locate our article (9 pt).

Keywords: Transformational Leadership, Competence, Career Development, Employee Performance

INTRODUCTION

The State Printing Company of the Republic of Indonesia (PNRI), which has been operating since 1809, has a long history as a printing company serving the various needs of the Indonesian government. From the Dutch colonial era until post-independence, PNRI has played a crucial role in printing official state documents, such as state gazettes, banknotes, and various other printing products related to state administration. However, in recent years, particularly from 2020 to 2024, the company has faced significant challenges in its operational performance, as reflected in a consistent decline in the achievement of established Key Performance Indicators (KPIs).

An organization's success is measured not only by revenue or product volume, but also by how well it manages its human resources and adapts to dynamic external environmental changes. In this regard, PNRI must be able to adapt to technological developments and the challenges of an increasingly competitive printing industry. The continued development of digital printing technology is one of the external factors impacting PNRI's performance. The incomplete implementation of digital transformation, coupled with challenges in improving operational efficiency and maintaining quality standards, has resulted in a continued decline in the company's

performance over the period. According to PNRI's 2024 annual management report, the company's KPI achievement from 2020 to 2024 shows a widening deviation between targets and actual performance, with the achievement level falling far below established standards.

The main challenge faced by PNRI during this period was a continuous decline in performance, which can be largely explained by internal factors, including managerial and leadership factors, as well as external factors related to technological changes and increasing competition in the printing industry. In this article, we will further explore the factors that influenced PNRI's declining performance, ranging from ineffective management, low levels of employee job satisfaction, to the company's inability to adapt to the demands of digital printing.

History and Objectives of the State Printing Company of the Republic of Indonesia

Perum PNRI was founded in 1809 under the name "Lands Drukkerij" during the Dutch colonial period. At that time, the company's primary purpose was to support the printing needs of the colonial government. After independence, the company's name changed several times, finally becoming Perum Percetakan Negara Republik Indonesia in 1950. As a state-owned enterprise, PNRI is tasked with providing printing services to support state administrative needs, including legal documents, banknotes, and various other printing products required by government institutions. In 1991, through Government Regulation No. 46 of 1991, PNRI officially became a state-owned Public Company (Perum) with two primary objectives: contributing to the national economy and providing quality public services.

With the changing times, PNRI has faced significant changes in the printing industry, particularly with the emergence of digital printing technology. The company, which previously relied on conventional printing methods, now has to adapt to market demands for more efficient and flexible processes. However, the late implementation of digital transformation and low levels of innovation within the company have been among the factors hampering PNRI's performance in recent years.

Performance Decline: Declining KPI Achievement

From 2020 to 2024, the decline in Perum PNRI's performance was very evident, reflected in the continued decline in Key Performance Indicators (KPIs) each year. In 2020, the actual achievement reached 59.52% of the set target, but this figure continued to decline to only 40.80% in 2024, with an increasingly large deviation between the target and the actual. In recent years, the deviation between the target and the actual has even reached more than 50%, indicating significant problems in operational management and the achievement of the company's goals.

This decline in performance indicates deep-seated issues within the company's internal management, including planning, implementation, and oversight. Furthermore, the company has failed to adapt to rapid technological developments in the printing industry, significantly contributing to the decline in operational efficiency.

Factors Affecting Performance Decline

Some of the main factors that contributed to the decline in PNRI's performance include:

a. Ineffective Management

Ineffective management is one of the main causes of PNRI's declining performance. Slow decision-making and a lack of coordination across organizational units negatively impact the company's overall performance. This is evident in the company's inability to respond quickly to market and technological changes. In an increasingly global and connected world, speed in decision-making is key to maintaining competitiveness. However, in many cases, the decisions made by PNRI managers do not always align with market needs or the company's ability to adapt to new technologies.

b. Non-adaptive Leadership

Leadership that is not adaptive to changing times and a lack of commitment to improving the company's internal conditions also contribute to declining performance. For example, in facing the challenges of digital printing, the leadership at PNRI was not responsive enough to implement the digital transformation necessary to maintain the company's competitiveness. The company failed to introduce new technologies in a timely manner, resulting in delays in the implementation of digital printing and decreased operational efficiency.

c. Lack of Human Resource Competence

Human resources lacking competence in modern printing technology also pose a major obstacle for the company. Although PNRI has made several efforts to improve the quality of its human resources, the training provided has not been sufficient to meet the rapidly growing needs of the digital printing industry. Unskilled employees or those lacking a thorough understanding of the latest printing technology lead to errors in the production process and cost the company money.

d. Low Job Satisfaction

Another important factor contributing to declining performance is low levels of employee job satisfaction. Job satisfaction is a key indicator influencing employee motivation and productivity. The decline in performance during this period could be due to employee dissatisfaction, feeling unappreciated or lacking clear career development opportunities. This job dissatisfaction, in turn, impacts employee loyalty to the company, leading to increased turnover and absenteeism, as well as reduced morale.

e. Inability to Manage Change

Finally, PNRI's inability to effectively manage change was a significant factor in its declining performance. In a constantly changing world, particularly in an industry heavily influenced by technological advancements, companies must be able to adapt quickly. Perum Percetakan Negara Indonesia's late adoption of digital printing technology and its slowness in overhauling its organizational structure, which was no longer relevant to market needs, contributed to the company's inability to achieve maximum growth.

4. Required Corrective Actions

To improve this decline in performance, the State Printing Company of the Republic of Indonesia needs to make a number of improvements, including:

1. **Management Evaluation and Update:** Companies must evaluate existing management systems and introduce managers who are more competent and adaptive to changes in technology and market needs.
2. **Improving Human Resources Competence:** Conducting ongoing training to improve employees' technical skills in the field of digital printing, as well as introducing the latest technology that can improve operational efficiency.
3. **More Transformational Leadership:** Transformational leadership needs to be implemented to motivate employees and create a work culture that is more innovative and adaptive to changing times.
4. **Improving Employee Job Satisfaction:** Providing better career development opportunities, as well as creating a work environment that supports employee well-being so that they can work with greater enthusiasm and productivity.
5. **Implementation of New Technology:** Adopting digital printing technology faster and more efficiently so that companies remain relevant and can compete in an increasingly competitive global market.

By undertaking these efforts, PNRI can improve its performance and maintain its presence as a leading printing company in Indonesia. Improved performance will not only benefit the company in terms of revenue but will also increase its contribution to national development, in line with its original purpose.

RESEARCH METHOD

This study, conducted to analyze the influence of transformational leadership, competence, and career development on job satisfaction and its implications for employee performance at the State Printing Company of the Republic of Indonesia (PNRI) Jakarta, used a quantitative approach with a survey research method. This method involves collecting data from a number of samples using observation, interviews, questionnaires, and documentation techniques, as well as data analysis using Structural Equation Modeling (SEM) with the Smart PLS application version 3.0. This study used a simple random sampling technique, and the sample studied was all 134 PNRI Jakarta employees in 2022.

The variables examined in this study consist of several important elements. The independent (exogenous) variables include transformational leadership, competence, and career development, which influence the intervening variable, namely employee performance, which in turn influences the dependent variable, namely job satisfaction. Transformational leadership is measured by several indicators such as leader vision, inspirational communication, employee support, intellectual stimulation, and personal awareness. Competence is measured based on employee motives, traits, self-concept, knowledge, and skills, while career development is seen from career planning, self-evaluation skills, and career management within the organization. Job satisfaction is measured from aspects of the work itself, salary, promotion, supervision, and coworkers, all of which contribute to employee performance.

In analyzing the data, this study used the path analysis method to examine the relationship patterns between variables, using a measurement model (outer model) to test the validity and reliability of the research instrument. The structural model (inner model) was used to predict the causal relationship between latent variables and evaluate their influence through the R² measurement for the dependent variable.

Hypothesis testing was carried out using the bootstrap resampling method which measures the significance of the hypothesis support based on a comparison of t-statistic and t-table values. The results of this study are expected to provide a clear picture of the influence of each variable on employee performance at PNRI Jakarta, as well as its impact on job satisfaction.

Data collection methods such as unstructured interviews and questionnaires allowed researchers to obtain more in-depth information from respondents regarding the influence of the factors being studied. With this systematic approach, this study aims to provide more comprehensive insights into the factors affecting employee performance in the Perum PNRI workplace.

RESULTS AND ANALYSIS

Inner Model Testing

The inner model test of this research was carried out by looking at the path coefficient and R square values as follows:

Table 4.18 R Square

	R Square	R Square Adjusted
Job satisfaction	0.807	0.803
Employee performance	0.940	0.938

Source: SMART PLS 3.0 Data Processing Results (2025)

Based on table 4.18 above, it shows that the R Square value for the Job Satisfaction variable is 0.807, this finding explains that the percentage of job satisfaction is 80.7%. This means that the Transformational Leadership variable, Competence variable, and Career Development variable influence job satisfaction by 80.7%, and the remaining 19.3% is influenced by other factors. Meanwhile, for Employee Performance, the value is 0.940, this finding explains that the percentage of Employee Performance is 94%. This means that the Job Satisfaction variable influences Employee Performance by 94%, and the remaining 6% is influenced by other factors.

Table 4.19 Inner Model test results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational Leadership -> Job Satisfaction	0.125	0.125	0.152	0.822	0.411
Competence -> Job Satisfaction	0.294	0.280	0.105	2,792	0.005
Career Development -> Job Satisfaction	0.526	0.540	0.165	3,192	0.002

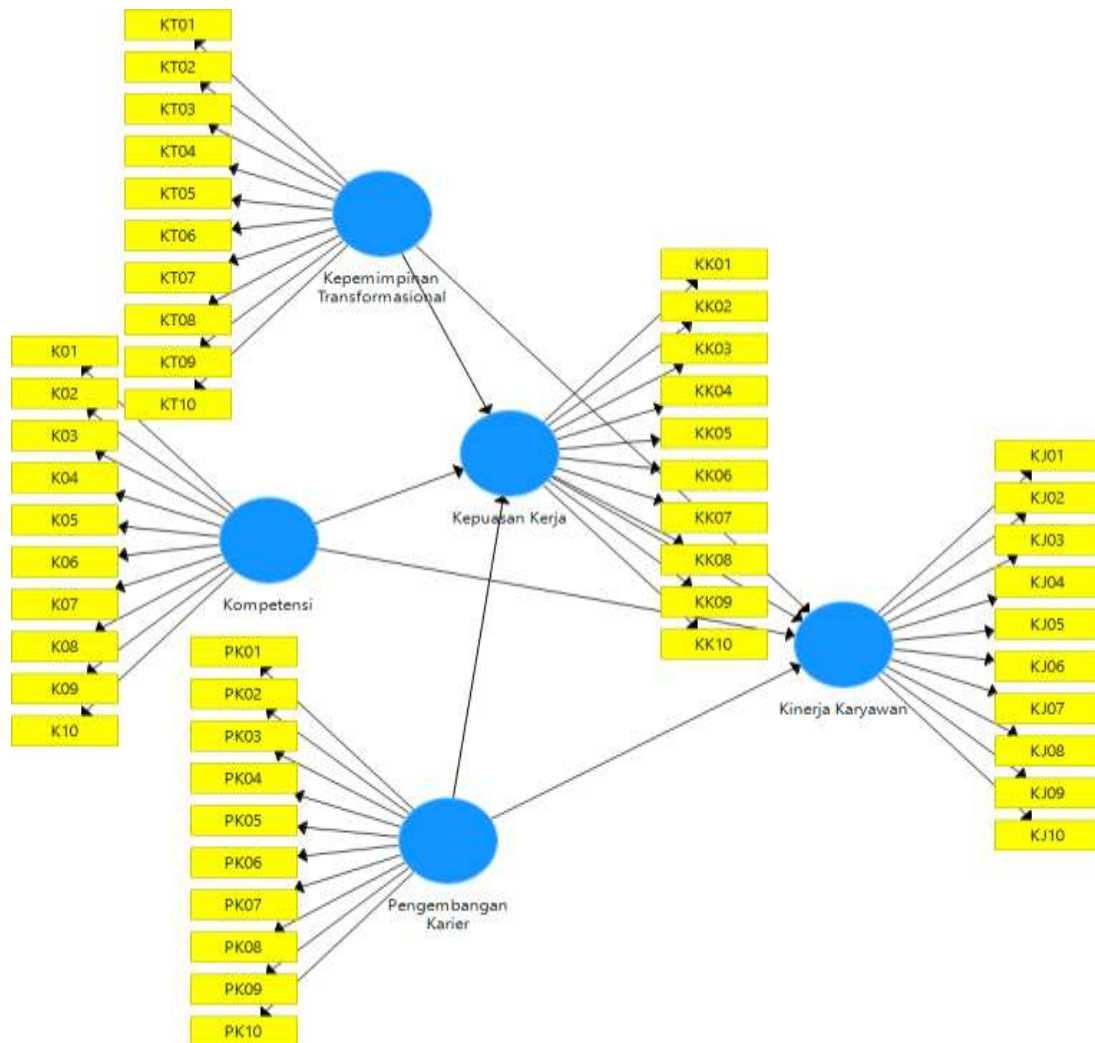
Transformational Leadership -> Employee Performance	-0.276	- 0.309	0.123	2,250	0.0
Competence -> Employee Performance	-0.087	- 0.080	0.053	1,641	0.1
Career Development -> Employee Performance	0.326	0.347	0.122	2,678	0.0
Job satisfaction -> Employee Performance	0.982	0.986	0.073	13,398	0,0

Source: Smart PLS 3.0 program output, data processed by the author in 2025

Based on table 4.19 above, the results of the evaluation of the partial relationship equation model between variables explained by the path coefficient value can be described as follows:

1. The path coefficient for hypothesis 1, namely the Transformational Leadership variable on Job Satisfaction, was 0.125. This value indicates a positive number but no effect on job satisfaction. These results indicate that with good Transformational Leadership, job satisfaction will improve.
2. The path coefficient value for hypothesis 2, namely Competence on Job Satisfaction, was 0.294. This value indicates a positive number and there is an influence of Competence on Job Satisfaction. These results indicate that with good competence, job satisfaction will increase.
3. The path coefficient value for hypothesis 3, Career Development on Job Satisfaction, was 0.526. This value indicates a positive number and indicates an influence of Career Development on Job Satisfaction. These results indicate that better Career Development can increase Job Satisfaction.
4. The path coefficient for hypothesis 4, namely Transformational Leadership on Employee Performance, was -0.276. This value indicates a negative number and has an impact on employee performance. These results indicate that Transformational Leadership has not been able to improve employee performance.
5. The path coefficient for hypothesis 5, namely competence on employee performance, was -0.087. This value indicates that the competence variable has a negative value and does not influence employee performance. This result indicates that existing competence has not been able to improve employee performance.
6. The path coefficient value for hypothesis 6, namely Career Development on employee performance, was obtained at 0.326. This value indicates a positive number and Career Development has a positive influence of 0.326 on employee performance. These results indicate that with good Career Development, employee performance will increase.

7. The path coefficient value for hypothesis 7, namely job satisfaction on employee performance, was 0.982. This value indicates a positive number and job satisfaction has a positive influence of 0.982 on employee performance. These results indicate that with job satisfaction, employee performance will increase.



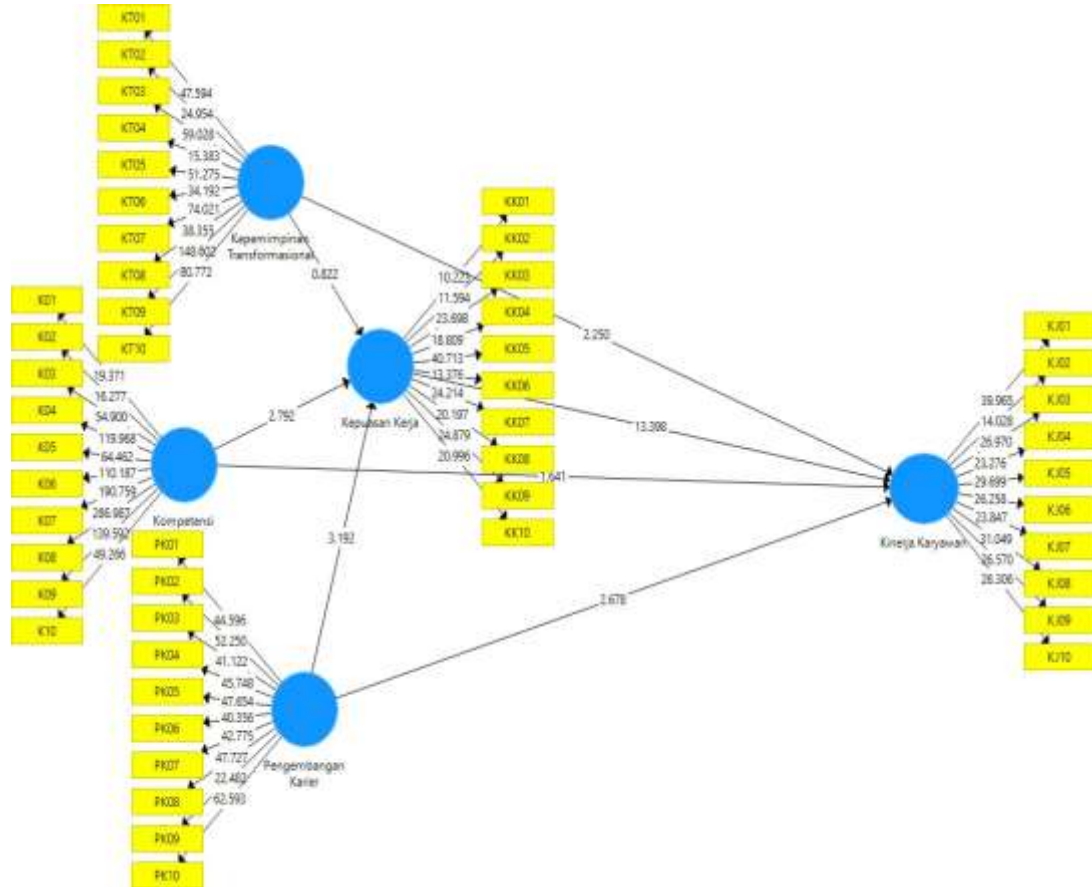
Source: Data processed by researchers, 2025

Figure 4.2 Alhortima Testing

4.2.1 Hypothesis Testing

This study has seven hypotheses, as formulated in the research questions, which need to be tested for their validity. Hypothesis testing in this study uses a t-test, namely by comparing the t-statistic value obtained from the bootstrapping test with the critical limit of the t-table value of

1.656 at a significance level of 5% (0.05). The results of this research hypothesis test are presented as follows:



Source: Data processed by researchers, 2025

Figure 4.3 Bootstrapping Testing

Table 4.20 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Not
Transformational Leadership -> Job Satisfaction	0.125	0.125	0.152	0.822	0.411	Rejected
Competence -> Job Satisfaction	0.294	0.280	0.105	2,792	0.005	Accepted
Career Development -> Job Satisfaction	0.526	0.540	0.165	3,192	0.002	Accepted

Transformational Leadership -> Employee Performance	-0.276	-0.309	0.123	2,250	0.025	Accepted
Competence -> Employee Performance	-0.087	-0.080	0.053	1,641	0.101	Rejected
Career Development -> Employee Performance	0.326	0.347	0.122	2,678	0.008	Accepted
Job satisfaction -> Employee Performance	0.982	0.986	0.073	13,398	0.000	Accepted

Source: Smart PLS 3.0 program output, data processed by the author in 2025

Based on the PLS output (bootstrapping test) presented in Table

4.20, it can be explained that:

1. Hypothesis 1: From the original sample value of 0.125, the t-statistic value is $0.822 < t\text{-table } 1.696$ and the P-value is $0.411 > 0.05$. These results prove that Transformational Leadership has no effect on Job Satisfaction. This proves that hypothesis 1 in this study is rejected.
2. Hypothesis 2: From the original sample value of 0.294, the t-statistic value is 2.792 and the P-value is 0.005. These results prove that Competence has a positive and significant effect on Job Satisfaction with a relationship value of 29.4%. The t-statistic value of $2.792 > t\text{-table } 1.696$ and the P-value of $0.005 < 0.05$ prove that hypothesis 2 in this study is accepted.
3. Hypothesis 3: From the original sample value of 0.526, the t-statistic value is $3.192 > 1.696$ and the P-value is $0.002 < 0.05$. These results prove that Career Development has a positive and significant effect on Job Satisfaction with a relationship value of 52.6%. The t-statistic value of $3.192 > t\text{-table } 1.696$ and the P-value of $0.002 < 0.05$ prove that hypothesis 2 in this study is accepted.
4. Hypothesis 4: From the original sample value of -0.276, the t-statistic value is $2.250 > 1.696$ and the P-value is $0.025 < 0.05$. These results prove that Transformational Leadership has a negative and significant effect on Employee Performance with a relationship value of -27.6%. The t-statistic value of $2.250 > t\text{-table } 1.696$ and the P-value of $0.025 < 0.05$ prove that hypothesis 4 in this study is accepted.
5. Hypothesis 5: From the original sample value of -0.087, the t-statistic value is $1.641 > 1.696$ and the P-value is 0.101. These results prove that competence does not affect employee performance. This proves that hypothesis 5 in this study is rejected.
6. Hypothesis 6: From the original sample value of 0.326, the t-statistic value is $2.678 > 1.696$ and the P-value is 0.008. These results prove that Career

Development has a positive and significant effect on employee performance with a relationship value of 32.6%. The t-statistic value of $2.678 > t\text{-table } 1.696$ and the P-value of $0.008 < 0.05$ prove that hypothesis 6 in this study is accepted.

7. Hypothesis 7: From the original sample value of 0.982, the t-statistic value is $13.398 > 1.696$ and the P-value is 0.000. These results prove that job satisfaction has a positive and significant effect on employee performance with a relationship value of 98.2%. The t-statistic value of $13.398 > t\text{-table } 1.696$ and the P-value of $0.000 < 0.05$ prove that hypothesis 7 in this study is accepted.

Discussion

The results of the verification analysis aim to test the influence of Transformational Leadership, Competence, and Career Development variables on Job Satisfaction and its implications on Employee Performance at Perum PNRI Jakarta. The results of the analysis show that transformational leadership does not have a significant influence on job satisfaction, this is based on a statistical test that shows a t-statistic of 0.822 which is lower than the t-table (1.696) and a p-value of 0.411 which is greater than 0.05. However, leaders at Perum PNRI Jakarta can increase the influence of transformational leadership by building role models, providing inspirational motivation and vision, encouraging creativity, and providing individual attention to employees.

Furthermore, employee competency is proven to have a positive and significant influence on job satisfaction, with a t-statistic of 2.792 which is greater than the t-table and a p-value of 0.005 which is smaller than 0.05. To increase the influence of competency on job satisfaction, steps that can be taken include providing continuous training and development, aligning competencies with job placement, and building a competency-based appreciation system.

Career development also has a positive and significant effect on job satisfaction, as seen from the t-statistic of 3.192 which is higher than the t-table and the p-value of 0.002 which is smaller than 0.05. To maximize the influence of career development, it is important for leaders to establish clear career paths, provide training and development programs that support careers, and provide fair promotion and job rotation opportunities.

Regarding employee performance, transformational leadership has a negative impact on employee performance, although it is significant. The t-statistic of 2.250, which is greater than the t-table, and the p-value of 0.025, which is smaller than 0.05, indicate that transformational leadership needs to be controlled to prevent it from reducing performance. Leaders are expected to establish a clear vision and performance targets, provide intellectual stimulation for innovation, and pay attention to the individual needs of employees.

Employee competency, on the other hand, was not proven to have a significant influence on employee performance. The statistical test showed a t-statistic of 1.6411, which is smaller than the t-table, and a p-value of 0.101, which is greater than 0.05. Although competency is important, its direct influence on performance was not

found. Therefore, it is important to ensure that competency is appropriate to the assigned task and to establish a competency-based evaluation system.

Finally, career development has a positive and significant impact on employee performance with a t-statistic of 2.678, which is greater than the t-table, and a p-value of 0.008, which is less than 0.05. This impact demonstrates the importance of a clear career path, appropriate training, and fair promotion opportunities in improving employee performance.

Overall, the results of this analysis indicate that competency and career development play an important role in increasing employee job satisfaction and performance, while transformational leadership needs to be optimized to avoid negative impacts on performance.

CONCLUSION

Based on the results of data analysis and discussion conducted, this study provides in-depth conclusions regarding the influence of variables such as Transformational Leadership, Competence, Career Development, and Job Satisfaction on Employee Performance at Perum PNRI Jakarta. In this study, it was found that the Transformational Leadership variable did not have a significant influence on employee job satisfaction, although in practice this leadership plays an important role in motivating and directing employees. The Competence variable showed a significant influence on job satisfaction, with test results indicating that competence had a positive contribution of 29.5 percent to job satisfaction. In addition, Career Development played a larger role in increasing job satisfaction, with an influence of 52.6 percent. This shows the importance of attention to career paths and development opportunities provided to employees.

Regarding employee performance, the research results show that transformational leadership actually has a negative influence on employee performance, with an influence of -27.6 percent. This indicates that although transformational leadership can increase job satisfaction, in some contexts, its impact on performance can be contrary to expectations. On the other hand, Career Development has been shown to have a positive influence on employee performance with a contribution of 32.6 percent. This proves that clear and structured career development opportunities can improve individual performance in the workplace. Job satisfaction has a very large influence on employee performance, with a contribution of up to 98.2 percent. This shows that employees who are satisfied with their jobs tend to show better performance and are more productive.

Based on these conclusions, this study provides several recommendations for improving employee performance and job satisfaction at Perum PNRI Jakarta. One important recommendation is to improve the inspirational communication dimension of transformational leadership, which is considered low. Leaders need to improve their communication skills to provide clear direction and motivate employees more effectively. Regarding competency variables, the motive dimension also requires more attention, with leaders expected to provide consistent encouragement and initiatives to increase employee motivation. In terms of career development, special attention should be paid to the career management dimension, particularly related to employee work experience. Leaders need to be more active in assessing and assigning

employees according to their potential so that the work experience provided can truly improve their performance.

Furthermore, to improve job satisfaction, focus needs to be placed on the promotion dimension. Leaders must create opportunities for employee development and ensure that the promotion process is conducted fairly and transparently. Finally, regarding employee performance, the quality dimension also needs to be improved, by motivating employees to be more thorough and neat in completing their tasks. Overall, improvements across these dimensions are expected to create a more productive work environment and improve performance quality at Perum PNRI Jakarta.

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