



## Research article

# How communication, career development, and work discipline affect employee performance: The mediating pathway of job satisfaction

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## ABSTRACT

**Purpose:** This study aims to analyze the effect of communication, career development, and work discipline on employee performance, with job satisfaction tested as an intervening variable.

**Methods:** This research employs a quantitative, associative approach. Data were collected via an online questionnaire (Google Form) from 100 part-time employees in the ticket control section, using a non-probability, saturation-sampling technique. The data were analyzed using path analysis within the Structural Equation Modeling (SEM) framework with SmartPLS 4.

**Findings:** Communication has a significant positive effect on employee performance. In contrast, career development and work discipline do not show a substantial direct impact on performance. Furthermore, while communication positively influences job satisfaction, career development, and work discipline, it does not significantly affect them. Consequently, job satisfaction is not proven to function as an intervening variable in this model.

**Practical Implication:** Management should prioritize enhancing organizational communication to improve employee performance and job satisfaction. Current career development and work discipline programs may need to be evaluated and redesigned, as they do not significantly contribute to performance or satisfaction.

**Keywords:** Communication, Career Development, Work Discipline, Job Satisfaction, Employee Performance

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## Abstrak

**Tujuan:** Penelitian ini bertujuan untuk menganalisis pengaruh komunikasi, pengembangan karier, dan disiplin kerja terhadap kinerja karyawan, dengan kepuasan kerja diuji sebagai variabel intervening.

**Metode:** Penelitian ini menggunakan pendekatan kuantitatif dan asosiatif. Data dikumpulkan melalui kuesioner online (Google Form) dari 100 karyawan paruh waktu di bagian kontrol tiket, menggunakan teknik pengambilan sampel non-probabilitas, saturasi. Data dianalisis menggunakan analisis jalur dalam kerangka Structural Equation Modeling (SEM) dengan SmartPLS 4.

**Temuan:** Komunikasi memiliki pengaruh positif yang signifikan terhadap kinerja karyawan. Sebaliknya, pengembangan karier dan disiplin kerja tidak menunjukkan dampak langsung yang substansial terhadap kinerja. Lebih lanjut, meskipun komunikasi berpengaruh positif terhadap kepuasan kerja, pengembangan karier, dan disiplin kerja, pengaruhnya tidak signifikan. Akibatnya, kepuasan kerja tidak terbukti berfungsi sebagai variabel intervening dalam model ini.

**Implikasi Praktis:** Manajemen harus memprioritaskan peningkatan komunikasi organisasi untuk meningkatkan kinerja dan kepuasan kerja karyawan. Program pengembangan karier dan disiplin kerja saat ini mungkin perlu dievaluasi dan dirancang ulang, karena program tersebut tidak memberikan kontribusi signifikan terhadap kinerja atau kepuasan kerja.

**Kata kunci:** Komunikasi, Pengembangan Karier, Disiplin Kerja, Kepuasan Kerja, dan Kinerja Karyawan

## 1. Introduction

Rapid business growth demands the development of human resources as the key to success. Effective human resource management supports efficiency and the achievement of company goals. Therefore, effective human resource management and development are essential to face the challenges and ongoing changes in global market dynamics (Desi Rahmawati et al., 2022). Human resources are a company's primary asset, playing a significant role in determining performance quality (Murni, 2023). Company success depends on employee performance; therefore, continuous development through training and motivation strategies is necessary. According to Jalaludin et al. (2024), performance reflects the quality and quantity of employees' work in line with their responsibilities. Optimal performance requires leadership support through direction and feedback, creating a conducive work environment, and increasing organizational productivity. Suwandi and Mandahuri (2020) emphasize that job satisfaction is important for employees and influences productivity. Companies must create a supportive environment with good communication, discipline, and optimal service to improve performance and achieve organizational goals.

PT. PJA is a regional company specializing in the property and recreation sector. Its success is supported by good governance and reliable human resources, with a focus on optimal service, particularly for ticket control staff in the Main Gate unit. The number of ticket control staff classified as Compliant (S) has decreased over the past three years due to non-compliance with SOPs, attendance, 5S, and service speed. Their performance is suboptimal due to communication, career development, and work discipline. According to Mulyadi et al. (2024), effective communication improves employee performance, morale, and work efficiency,

contributing to the company's success. Investing in good communication is essential for achieving long-term goals.

According to Nurudin (in Sartono et al., 2023), communication is a complex process of conveying ideas to influence behavior. Beyond sending messages, communication encompasses understanding and responding. Companies need to ensure effective communication to foster good working relationships. However, communication within the PT. The PJA ticket control team is suboptimal due to insufficient information from superiors. This leads to miscommunication, delays in information flow, and confusion in task execution. According to Hasibuan (in Jalaludin et al., 2024), career development improves employees' skills to meet job requirements through education and training. This helps close competency gaps, increases work efficiency, and supports organizational productivity and competitiveness. Previous research shows that contract employees experience unfairness and uncertainty, including a lack of benefits, job security, and incentives. High work pressure and contract ambiguity add to psychological burdens, reduce morale, and impact performance. Ticket control employees face limited promotion opportunities and uncertainty about their employment status due to changes in PKWT regulations.

Transparency and fair policies are needed to maintain motivation and productivity. According to Rachmaniah (2022), work discipline significantly impacts employee performance, creating an orderly and productive environment. Lack of discipline, such as absenteeism and tardiness among ticket control employees, disrupts operations and work schedules. Lateness by ticket control employees increased significantly in October, caused by traffic and late-night sleeping habits. This decline in discipline negatively affects performance and could hinder the achievement of company goals. Poor communication, unclear career paths, and low work discipline drive the decline in employee performance. Good communication, career development, and high discipline are crucial for improving performance, with job satisfaction acting as a mediator. Therefore, this study aims to analyze the influence of these factors on the performance of ticket control employees at PT. PJA.

## **2. Theory and hypothesis development**

### *The direct effect of communication on employee performance*

Suranto (2018) argues that improving the quality of communication within an organization positively impacts employee performance, as good communication supports smooth task execution, accelerates workflow, and minimizes misunderstandings. This aligns with research conducted by Pratama (2021), which found that communication variables can have a positive and significant impact on employee performance.

**H1:** Communication is suspected to have a direct effect on employee performance.

### *The direct effect of career development on employee performance*

According to Kasmir (2016), improved career development will boost employee motivation and commitment, which ultimately has a positive impact on their performance. This aligns with research conducted by Masyhur & Atmajawati (2022), which found that career development has a positive effect on employee performance. **H2:** Career development is suspected to have a direct effect on employee performance. The Direct Effect of Work Discipline on Employee Performance According to Sutrisno (2018), work discipline plays a crucial role in improving performance because it reflects employees' moral responsibility. With good discipline, employees tend to be more focused and consistent in carrying out their tasks, thus positively

impacting optimal performance. This aligns with research conducted by Sahrain (2021), which showed a significant influence between work discipline and employee performance.

**H3:** Work discipline is suspected to have a direct effect on employee performance.

*The direct effect of communication on job satisfaction*

Wijaya (2019) states that effective communication increases job satisfaction because it makes employees feel valued, engaged, and understand their tasks more clearly. This aligns with research conducted by Putri (2023), which found that communication has a positive effect on job satisfaction. H4: Communication is suspected to have a direct effect on job satisfaction. The Direct Effect of Career Development on Job Satisfaction Yusuf (2015) explains that career development is the process of improving an employee's career status through self-development opportunities, which plays a crucial role in creating better working conditions and increasing job satisfaction. This aligns with research conducted by M. Z. Ompusunggu and B. Prabawani (2024), which found that career development has a positive effect on job satisfaction.

**H5:** Career development is suspected to have a direct effect on job satisfaction.

*The direct effect of work discipline on job satisfaction*

According to Mulyadi (2019), work discipline reflects an individual's willingness to comply with workplace regulations. Disciplined employees tend to be more productive, organized, and able to create a positive work environment, which ultimately increases job satisfaction. This aligns with research conducted by Sahrain (2021), which states that there is an influence between work discipline and job satisfaction.

**H6:** Work discipline is suspected to have a direct effect on job satisfaction.

*Direct effect of job satisfaction on employee performance*

According to Afandi (2018), job satisfaction drives improved performance because satisfied employees tend to be more motivated and productive in carrying out their duties. This aligns with research conducted by Sahrain (2021), which found that job satisfaction has a positive and significant effect on employee performance.

**H7:** Job satisfaction is suspected to have a direct effect on employee performance.

*Indirect effect of communication on employee performance through job satisfaction.*

According to Mas, Sitti Rozkina, & Haris (2020), effective communication can increase job satisfaction because it makes employees feel more connected, clearly understands their roles and responsibilities, and creates an open and collaborative work environment. This aligns with research conducted by Yuniar (2023), which states that communication has a positive effect on employee performance through job satisfaction as an intervening variable. H8: Communication is suspected to have an indirect effect on ticket control employee performance through job satisfaction. Indirect Effect of Career Development on Employee Performance Through Job Satisfaction Yusuf (2015) states that career development is the process of increasing an individual's status within a company-defined career path. By providing development opportunities, companies can improve employee knowledge, skills, and job satisfaction. This aligns with research conducted by M. Z. Ompusunggu and B. Prabawani (2024), which states that career development has a positive effect on employee performance through job satisfaction as an intervening variable.

**H9:** Career development is suspected to have an indirect effect on ticket control employee performance through job satisfaction.

### *The indirect effect of work discipline on employee performance through job satisfaction*

According to Mulyadi (2019), work discipline reflects an attitude of compliance with applicable regulations. Disciplined employees tend to be more productive, organized, and work in a positive atmosphere, thereby increasing job satisfaction. This aligns with research conducted by Suarga (2023), which found that work discipline positively influences employee performance through job satisfaction as an intervening variable.

**H10:** Work discipline is suspected to have an indirect effect on ticket control employee performance through job satisfaction.

## **3. Methods**

### **Research design**

This study employed an associative strategy to analyze the relationships between variables within a cause-and-effect framework. The approach used quantitative methods to collect and analyze numerical data. The data were gathered through interviews, observations, and questionnaires, and subsequently analyzed using statistical techniques to test the hypotheses (Sugiyono, 2023).

### **Sampling procedure**

According to Sugiyono (2023), a sample is a subset of a population that enables researchers to save time, effort, and money while producing accurate data. This study utilized a non-probability sampling technique, specifically saturation or census sampling, which includes the entire population to ensure accuracy (Imam Machali, 2021). In this case, the sample size was equal to the population, comprising 100 part-time employees at the ticket control office of PT. PJA Tbk.

### **Measurement**

In this study, employee performance was assessed using eight items developed by Daryanto (2017), utilizing a rating scale ranging from 1 = "strongly disagree" to 4 = "strongly agree." For instance, one statement is, "Work quality reflects employee performance." Job satisfaction was measured using 10 items from Hasibuan (2014), also on a 1-4 scale. An example statement is, "Every task must be carried out with responsibility and dedication." The communication variable was evaluated using ten items developed by Mangkunegara (2014) and the same rating scale. An example statement is, "Needed information is easily accessible." Career development was measured using 10 items from Rivai (2015) with an identical rating scale; one such item reads, "The company supports career development." Finally, work discipline was assessed with eight items developed by Rivai (2015), again on a scale from 1 to 4, with an example statement being, "Punctual attendance reflects work discipline."

## **4. Results and discussion**

### **Outer Model Testing**

Convergent Validity assesses how well indicators measure the same construct, as reflected in factor loadings. An indicator is considered valid if its loading value exceeds 0.70 (Musyaffi et al., 2022)—composite Reliability: a measure of the consistency of a construct or latent variable. A variable is deemed reliable if its Composite Reliability value is greater than 0.7 (Sambudi Hamali, 2023). Additionally, a variable is considered reliable if the Cronbach's Alpha value is above 0.7 (Sambudi Hamali, 2023). According to Musyaffi et al. (2022), the Average Variance Extracted (AVE) should be greater than 0.5. If a construct meets these criteria, it is regarded as having good Validity.

To ensure the reliability of the research instrument, both validity and reliability tests were conducted prior to further data analysis. Based on Table 1, all variables in this study—Communication (K), Career Development (PK), Work Discipline (DK), Employee Performance (KK), and Job Satisfaction (KK)—demonstrate valid convergent validity values, with each variable exceeding the 0.7 threshold. Furthermore, the composite reliability and Cronbach's Alpha values for all variables are above 0.7, indicating high internal consistency.

### Inner Model Testing

According to Musyaffi et al. (2022), structural model testing aims to identify relationships between independent and dependent variables and to test research hypotheses. This process is essential for understanding the dynamics between variables and providing a deeper understanding of the phenomenon being studied.

Table 1. Validity and reliability

Variabel	Loading Factor	CR	CA	AVE
K 1	0.790	0.951	0.942	0,659
K 2	0.837			
K 3	0.805			
K 4	0.866			
K 5	0.843			
K 6	0.726			
K 7	0.830			
K 8	0.803			
K 9	0.817			
K 10	0.793			
PK 1	0.786	0.930	0.916	0,598
PK 2	0.740			
PK 3	0.709			
PK 5	0.713			
PK 6	0.815			
PK 7	0.853			
PK 8	0.753			
PK 9	0.804			
PK 10	0.776			
DK 1	0.736	0.901	0.869	0,604
DK 3	0.834			
DK 4	0.770			
DK 6	0.785			
DK 7	0.724			
DK 8	0.807			
PERF1	0.822	0.901	0.862	0,645
PERF3	0.759			
PERF4	0.842			
PERF5	0.812			
PERF7	0.777			

Variabel	Loading Factor	CR	CA	AVE
SAT2	0.805	0.933	0.918	0,634
SAT 3	0.816			
SAT5	0.787			
SAT6	0.775			
SAT7	0.801			
SAT8	0.818			
SAT9	0.759			
SAT10	0.810			

Sumber: SmartPLS versi 4.1.0.9 (2025)

### Hypothesis testing

Based on the results of the hypothesis testing in Table 2, the hypothesis testing conducted by examining the values (t-statistic  $> 1.96$ ) and p-value  $< 0.05$ ) indicates that  $K \rightarrow KK$  (t-statistic =  $2.028 < 1.96$ , p-value =  $0.043 > 0.05$ ),  $K \rightarrow KK$  (t-statistic =  $6.009 < 1.96$ , p-value =  $0.000 > 0.05$ ), indicating that this variable has a direct effect.  $PK \rightarrow KK$  (t-statistic =  $0.093 < 1.96$ , p-value =  $0.926 > 0.05$ ),  $DK \rightarrow KK$  (t-statistic =  $0.891 < 1.96$ , p-value =  $0.373 > 0.05$ ),  $PK \rightarrow KK$  (t-statistic =  $0.109 < 1.96$ , p-value =  $0.913 > 0.05$ ),  $DK \rightarrow KK$  (t-statistic =  $0.757 < 1.96$ , p-value =  $0.449 > 0.05$ ),  $KK \rightarrow KK$  (t-statistic =  $1.765 < 1.96$ , p-value =  $0.449 > 0.05$ ),  $K \rightarrow KK \rightarrow KK$  (t-statistic =  $0.577 < 1.96$ , p-value =  $0.564 > 0.05$ ),  $PK \rightarrow KK \rightarrow KK$  (t-statistic =  $1.113 < 1.96$ , p-value =  $0.266 > 0.05$ ),  $DK \rightarrow KK \rightarrow KK$  (t-statistic =  $0.996 < 1.96$ , p-value =  $0.319 > 0.05$ ), which means these variables do not have a direct influence. Overall, these results indicate that not all analyzed paths have an influence.

Table 2. Hyphotesis testing

Variable	Original Sample	Std. Dev	T-value	P-value	Keterangan
$K \rightarrow KK$	0.317	0.156	2.028	0.043	Accepted
$PK \rightarrow KK$	0.010	0.102	0.093	0.926	Rejected
$DK \rightarrow KK$	0.142	0.159	0.891	0.373	Rejected
$K \rightarrow KK$	0.741	0.123	6.009	0.000	Accepted
$PK \rightarrow KK$	0.016	0.145	0.109	0.913	Rejected
$DK \rightarrow KK$	0.126	0.167	0.757	0.449	Rejected
$KK \rightarrow KK$	0.375	0.212	1.765	0.078	Rejected
$K \rightarrow KK \rightarrow KK$	-0.104	0.181	0.577	0.564	Rejected
$PK \rightarrow KK \rightarrow KK$	-0.185	0.166	1.113	0.266	Rejected
$DK \rightarrow KK \rightarrow KK$	0.220	0.221	0.996	0.319	Rejected

Source: SmartPLS versi 4.1.0.9 (2025)

### Discussion

The results of the first hypothesis test indicate that communication has a direct impact on employee performance. This finding suggests that the quality of an employee's work is influenced not only by individual abilities but also by the clarity of the information they receive. Therefore, effective communication management is crucial for enhancing both team and organizational performance. This conclusion aligns with Pratama's (2021) research, which found that communication significantly influences employee performance.

The second hypothesis test reveals that career development does not have a direct effect on employee performance. This indicates that career development opportunities often do not align with employee needs and may be ineffective, resulting in minimal impact. This stands in contrast to research by Masyhur and Atmajawati (2022), which demonstrated that career development positively and significantly impacts performance.

The third hypothesis test indicates that work discipline also does not directly impact employee performance. This finding suggests that employees have varying work styles and motivations. Some individuals may be more motivated by personal goals or other incentives, meaning that work discipline alone is insufficient to enhance performance. This contrasts with Sahrain's (2021) findings, which identified a positive and significant impact of work discipline on employee performance.

The fourth hypothesis test shows that communication directly influences job satisfaction. This means that order and discipline in the workplace are significantly affected by the clarity of information. Effective communication management not only boosts job satisfaction but also fosters a harmonious and productive work environment. This is consistent with Putri's (2023) research, which found that communication has a positive and significant effect on job satisfaction.

The fifth hypothesis test indicates that career development does not have a significant direct effect on job satisfaction. This suggests that employees have high expectations for career development; however, when outcomes fail to meet those expectations, it can lead to dissatisfaction and a decrease in overall job satisfaction. This is contrary to the findings of M. Z. Ompusunggu and B. Prabawani (2024), which showed that career development positively and significantly affects job satisfaction.

The sixth hypothesis test demonstrates that work discipline does not have a direct effect on job satisfaction. This implies that while work discipline may focus on desired outcomes, job satisfaction is not solely determined by these results. Factors such as work processes, organizational culture, and relationships with coworkers also play significant roles. Employees who maintain good discipline but feel their efforts are unappreciated may experience dissatisfaction. This contrasts with Sahrain's (2021) research, which found a positive and significant relationship between work discipline and job satisfaction.

The seventh hypothesis test reveals that job satisfaction does not directly affect employee performance. This suggests that although many employees may enjoy their work, an unsupportive work environment can negatively impact performance. For instance, conflicts with coworkers or unclear policies can create discomfort and hinder productivity. This finding contradicts Sahrain's (2021) research, which found that job satisfaction has a positive and significant impact on employee performance.

The eighth hypothesis test revealed that communication did not have an indirect effect on employee performance, with job satisfaction serving as a mediator. This finding indicates that insufficient information from superiors often leads to delays in team members receiving updates, resulting in miscommunication that hinders work progress and creates confusion in task execution. This stands in contrast to the research conducted by Yuniar (2023), which demonstrated that communication had a simultaneous positive and significant effect on employee performance through job satisfaction.

The ninth hypothesis test similarly indicated that career development did not have an indirect effect on employee performance, with job satisfaction acting as a mediator. This suggests that many employees prioritize gaining work experience and readily accept jobs without hesitation. Their primary motivation is acquiring expertise rather than considering other facets such as career development or promotions. This contrasts with the findings of M. Z.

Ompusunggu and B. Prabawani (2024), who found that career development positively and significantly affects employee performance through job satisfaction.

Lastly, the tenth hypothesis test showed that work discipline did not have an indirect effect on employee performance, with job satisfaction serving as a mediator. This implies that job satisfaction is not always directly correlated with high performance. Employees may feel content with certain aspects of their work, yet this satisfaction does not guarantee discipline and commitment to completing all assigned tasks. In fact, those who are satisfied might experience apathy or a lack of motivation, which can impede optimal performance. This finding contrasts with Suarga's (2023) research, which concluded that work discipline positively influences employee performance through job satisfaction as an intervening variable.

## 5. Conclusion

Based on the research and discussions above, it is clear that communication directly affects employee performance among ticket control employees at PT. PJA. In contrast, career development and work discipline do not have a direct effect on employee performance in this group. Moreover, communication also has a direct impact on job satisfaction among ticket control employees at PT. PJA. However, career development and work discipline do not directly affect job satisfaction for these employees. Additionally, job satisfaction does not have a direct effect on employee performance at PT. PJA. It is important to note that communication does not indirectly impact employee performance through job satisfaction as a mediator. Similarly, neither career development nor work discipline has an indirect effect on employee performance, with job satisfaction serving as a mediator. This study has some limitations that should be taken into account for future research. First, it focused exclusively on ticket control employees; hence, the results may vary if similar studies are conducted in other divisions with distinct characteristics and challenges. Second, the findings at PT. PJA may not apply to other recreational facilities with different cultural or work environments. For future research, it is recommended to include multiple divisions to provide diverse perspectives, which are critical for further analysis. Additionally, conducting studies at different recreational locations could allow for comparisons and exploration of how local context influences the relationships between the variables.

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