

The Effects of Transformational Leadership, Organizational Communication and Career Development on Sustainability Employee Performance

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ABSTRACT

Purpose – This study examines the influence of transformational leadership, organizational communication, and career development on sustainability employee performance, with team collaboration as a mediating variable at the Department of Transportation of Banjarmasin City. **Methodology/approach** – The population of this study consisted of honorary employees, with a total sample of 157 respondents. The data were analyzed using the Structural Equation Model-Partial Least Square (SEM-PLS) method. **Findings** – The results show that transformational leadership, organizational communication, and team collaboration have a positive and significant effect on sustainability employee performance. However, career development does not have a significant effect on sustainability employee performance. Furthermore, team collaboration does not significantly mediate the relationship between transformational leadership, organizational communication, and career development on sustainability employee performance..

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INTRODUCTION

Human resources (HR) are one of the most vital assets in an organization, particularly in the public sector. Beyond being task executors, HR serves as the driving force for innovation and organizational transformation. The sustainability of employee performance (sustainability employee performance) is increasingly recognized as a strategic component in enhancing organizational efficiency and public service quality. Motivated employees with the right skills contribute significantly to the achievement of institutional goals. In government institutions such as the Department of Transportation of Banjarmasin City, ensuring sustainable employee performance is crucial due to the strategic nature of its responsibilities in managing land and water transport systems. However, recent pre-surveys indicate that many employees, particularly non-permanent staff, feel less optimal in performing their tasks, lack necessary competencies, and experience diminished motivation. These conditions pose risks to service delivery and organizational effectiveness (Africano, 2023; Oktaruna et al., 2023). Various factors may influence sustainable employee performance, including transformational leadership, organizational communication, career development, and teamwork. Each of these factors plays a critical role. For example, transformational leaders can inspire and engage employees in achieving shared goals; effective communication ensures alignment and collaboration; career

development builds future readiness and motivation; and teamwork fosters synergy across units. Despite previous studies on these variables, research results often show inconsistencies, indicating a need for further empirical investigation. For instance, some studies report a positive influence of transformational leadership on employee performance, while others find insignificant or even negative effects. Similar inconsistencies are found in studies on communication, career development, and teamwork, suggesting the potential mediating role of team collaboration. This study aims to analyze the direct and indirect effects of transformational leadership, organizational communication, and career development on sustainability employee performance, with teamwork as a mediating variable. The object of study is the Department of Transportation of Banjarmasin City, which has shown moderate improvements in accountability performance scores (SAKIP) but still faces internal performance challenges.

The results of this research are expected to provide both practical implications for improving HR practices in public institutions and theoretical contributions to human resource management literature, particularly in the domain of sustainable performance development in government sectors. Based on the background and problem identification, this study aims to investigate the influence of several organizational factors on sustainable employee performance at the Banjarmasin City Transportation Agency. Specifically, the study examines whether transformational leadership, organizational communication, and career development have a direct positive effect on sustainable employee performance. Furthermore, the research explores whether teamwork also contributes positively to sustainable employee performance. In addition to these direct effects, the study investigates whether transformational leadership, organizational communication, and career development significantly influence teamwork. Finally, this research evaluates whether teamwork serves as a mediating variable in the relationship between transformational leadership, organizational communication, and career development with sustainable employee performance.

LITERATURE REVIEW (if any)

Transformational Leadership

Transformational leadership is a leadership style that inspires and motivates employees to exceed personal interests for the sake of organizational goals. Bass and Avolio on Djamaludin (2012) identified four key dimensions of this leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders with transformational characteristics are capable of building trust, increasing intrinsic motivation, and fostering long-term employee development, which contributes to sustainable performance. Empirical studies on transformational leadership show varying results. Rivai (2020) and Andi & A F Khoesasih (2021) found that transformational leadership significantly enhances employee performance in both short-term and long-term contexts, especially when leaders demonstrate emotional support and strategic vision. However, Negoro & Ida (2023) reported a negative effect of transformational leadership on performance in certain bureaucratic settings where hierarchical rigidity reduces leader-employee interaction. These mixed findings suggest that contextual factors such as teamwork culture may moderate or mediate the effect of transformational leadership on sustainable performance.

Organizational Communication

Organizational communication refers to the process of exchanging information, meanings, and understandings among individuals in an organization to achieve common goals (Pace & Faules, 2013). It includes vertical, horizontal, and diagonal communication flows that support coordination, trust-building, and the alignment of actions. Gibson (2006) adds that effective communication enhances employee engagement and operational clarity, while poor communication may result in conflict and decreased morale. Prior studies also demonstrate diverse outcomes. Budi and Wahyuni (2023) showed that internal communication quality directly improved performance and employee

engagement. On the contrary, Aji and Cori (2019) found no significant impact of organizational communication on employee performance in government institutions with rigid formal communication structures. These conflicting results suggest that other variables, such as teamwork or communication climate, might play an intermediary role, which remains underexplored.

Career Development

Career development encompasses organizational efforts to support employee growth, align individual potential with institutional needs, and prepare talent for future roles (Simamora, 2004). It includes training, coaching, mentoring, and clear promotion paths. Effective career development increases retention and engagement. Rahmadani and Suryono (2024) found that strategic development planning enhances employee performance. However, Nuriyah et al. (2022) revealed an insignificant or even negative effect, especially when employees felt stagnant or unmotivated. These findings highlight that career development needs to be integrated with team goals and performance systems to be effective in sustaining productivity (Akmal et al., 2024; Diananda & Herminingsih, 2025; Iskanto, 2022).

Teamwork

Teamwork refers to collaborative efforts among employees who share goals and responsibilities (Robbins & Judge, 2017). High-performing teams exhibit mutual respect, shared accountability, and adaptive collaboration. Teamwork supports innovation, resilience, and knowledge sharing. Yuditio et al. (2024) reported that teamwork mediates the relationship between leadership and performance, especially in public agencies. In contrast, Audiana et al. (2024) found that teamwork was not a significant factor in performance outcomes in contexts with low collaboration culture. This points to the relevance of exploring teamwork as a mediating variable that connects organizational inputs (leadership, communication, career development) with sustainable performance (Desiani & Nurhayati, 2024; Simbolon & Nurhayati, 2023).

Sustainability Employee Performance

Sustainability employee performance (SEP) refers to the ability of employees to maintain effective job performance over time while supporting well-being, adaptability, and continuous improvement. Wibowo (2016) emphasized that performance is influenced by ability, motivation, and opportunity, which are in turn shaped by leadership, communication, development policies, and teamwork culture. Many existing studies evaluate performance as an immediate output, without considering its long-term sustainability. Few examine how leadership and organizational systems contribute to performance that endures over time. This gap reinforces the need to study SEP in an integrated model that considers both direct effects and the mediating role of teamwork (Achmad & Mz, 2022; Iskanto, 2021).

Research Gaps

Despite numerous studies on the direct effects of transformational leadership, organizational communication, and career development on employee performance, findings remain inconsistent. Moreover, little research has examined teamwork as a mediating variable that links these constructs to sustainable employee performance. This study addresses this gap by testing an integrated model that includes both direct and indirect relationships among these variables in the context of public sector employees.

Research Framework

A conceptual framework is a research basis that combines theory, observation, facts, and literature review to serve as the basis for scientific writing. The following is an illustration of a conceptual framework for research:

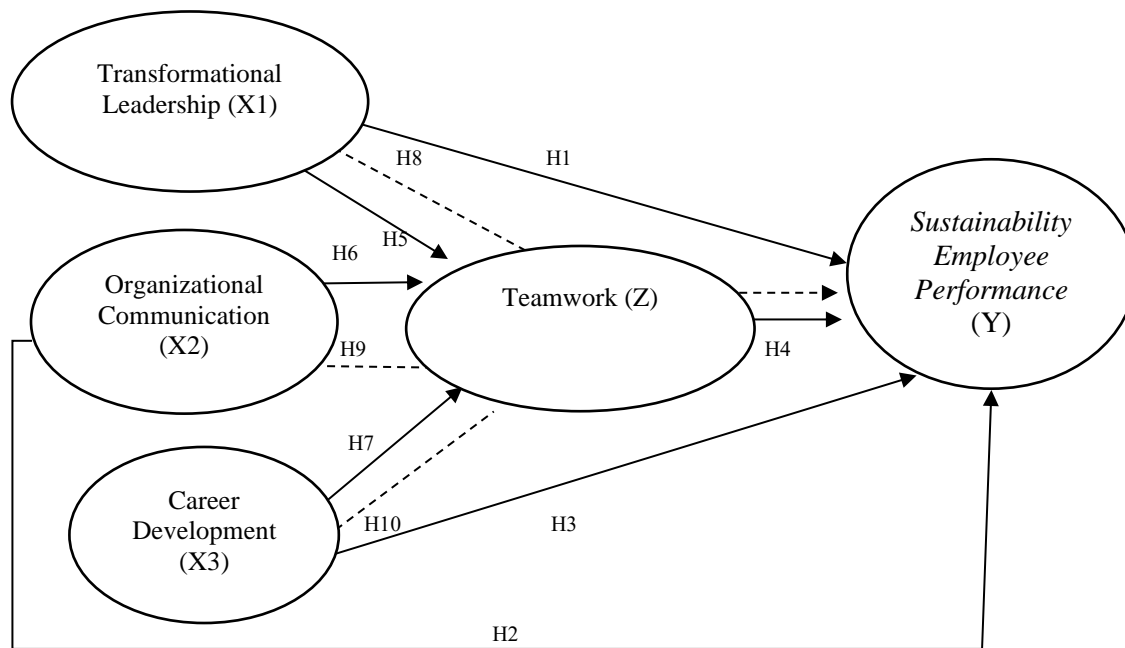


Figure 2. Conceptual Framework

- H1: Transformational Leadership influences Sustainable Employee Performance
H2: Organizational Communication influences Sustainable Employee Performance
H3: Career Development influences Sustainable Employee Performance
H4: Teamwork influences Sustainable Employee Performance
H5: Transformational Leadership influences Teamwork.
H6: Organizational Communication influences Teamwork.
H7: Career Development influences Teamwork.
H8: Transformational Leadership influences Sustainable Employee Performance through Teamwork.
H9: Organizational Communication influences Sustainable Employee Performance through Teamwork.
H10: Career Development influences Sustainable Employee Performance through Teamwork.

METHOD

Type of Research, Population, and Sample

This research applies a quantitative descriptive design with a causal approach, aiming to test hypotheses regarding the influence of several independent variables on the dependent variable. The research investigates both direct and indirect relationships among variables using statistical modeling. The population in this study comprises all employees at the Department of Transportation in Banjarmasin City, totaling 327 individuals, consisting of 70 civil servants and 257 honorary staff. The sample includes only honorary staff, selected using non-probability sampling with a purposive sampling technique. Based on the Slovin formula with a 5% margin of error, the final sample size is 157 respondents.

Time and Place of Research

The research was conducted at the Department of Transportation of Banjarmasin City, South Kalimantan, Indonesia. The data collection process was carried out during the period of April to May 2025.

Operational Definitions of Variables

Transformational Leadership (X1): Measured by dimensions such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Organizational Communication (X2): Measured by vertical, horizontal, and diagonal communication dimensions. Career Development (X3): Includes clarity of career path, self-development opportunities, and performance quality improvement. Teamwork (Z): Involving participative leadership, shared responsibility, goal alignment, communication, and future-oriented collaboration. Sustainability Employee Performance (Y): Assessed through work output, motivation, task alignment, competence development, and productivity improvement. Each variable is measured using indicators on a Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

RESULT AND DISCUSSION

From the study involving 157 respondents, the characteristics of the respondents can be summarized as follows: with 78% male and the remaining 22% female. Respondents with 48% aged between 21-30 years and the remaining 37% aged between 31-40 years, 13% aged between 41-50 years, and 2% aged between 51-65 years. Furthermore, based on the education of the respondents, the most are high school/vocational school graduates as much as 44%, Diploma (D1-D3) graduates as much as 12%, Bachelor (S1) graduates as much as 42% and the rest are Master (S2) graduates as much as 2%.

Convergent validity aims to ensure that the indicators within a construct are highly correlated and effectively represent the underlying latent variable. In Structural Equation Modeling using Partial Least Squares (SEM-PLS), convergent validity is assessed through outer loadings, which reflect the strength of the relationship between each indicator and its associated latent construct. According to the guideline proposed by Hair et al. (2021), an outer loading value of ≥ 0.70 indicates that the indicator contributes significantly to the construct. However, outer loading values between 0.50 and 0.70 may still be considered acceptable if other indicators within the construct demonstrate satisfactory levels of validity and reliability. Conversely, indicators with outer loading values below 0.50 are generally recommended for removal, as they are considered to provide weak contribution to the construct measurement. In this study, the measurement model (outer model) results show that all indicators exhibit loading factor values greater than 0.70, thus meeting the criteria for convergent validity.

Tabel 1. Measurement of model

Variabel	Indicator	Outer loading	Cut Off	AVE	Cut Off	Cronbach's alpha	Composite reliability
Transformational Leadership	TL1	0.828	0.5-0.7	0.662	0.5	0.927	0.931
	TL2	0.868	0.5-0.7				
	TL3	0.84	0.5-0.7				
	TL4	0.851	0.5-0.7				
	TL5	0.772	0.5-0.7				
	TL6	0.811	0.5-0.7				
	TL7	0.802	0.5-0.7				
	TL8	0.73	0.5-0.7				
Organizational Communication	OC1	0.665	0.5-0.7	0.511	0.5	0.921	0.930
	OC2	0.743	0.5-0.7				
	OC3	0.827	0.5-0.7				

	OC4	0.593	0.5-0.7				
	OC5	0.712	0.5-0.7				
	OC6	0.728	0.5-0.7				
Career Development	CD10	0.678	0.5-0.7	0.516	0.5	0.807	0.819
	CD2	0.692	0.5-0.7				
	CD3	0.799	0.5-0.7				
	CD4	0.787	0.5-0.7				
	CD5	0.678	0.5-0.7				
	CD6	0.776	0.5-0.7				
	CD7	0.79	0.5-0.7				
	CD8	0.628	0.5-0.7				
	CD9	0.608	0.5-0.7				
Sustainability Employee Performance	SEP10	0.663	0.5-0.7	0.618	0.5	0.881	0.887
	SEP11	0.623	0.5-0.7				
	SEP13	0.72	0.5-0.7				
	SEP2	0.644	0.5-0.7				
	SEP3	0.685	0.5-0.7				
	SEP4	0.787	0.5-0.7				
	SEP5	0.727	0.5-0.7				
	SEP6	0.727	0.5-0.7				
	SEP8	0.74	0.5-0.7				
	SEP9	0.746	0.5-0.7				
Teamwork	TW1	0.82	0.5-0.7	0.501	0.5	0.889	0.892
	TW2	0.858	0.5-0.7				
	TW3	0.858	0.5-0.7				
	TW4	0.727	0.5-0.7				
	TW5	0.843	0.5-0.7				
	TW6	0.827	0.5-0.7				
	TW7	0.556	0.5-0.7				
	TW8	0.754	0.5-0.7				
	TW9	0.789	0.5-0.7				

Source: Result Using SmartPLS (2025)

Table 1 & 2 illustrates that the cross-loading values for each indicator are higher for their respective constructs than for other constructs, confirming that the discriminant validity of the constructs is satisfied. Additionally, that the Average Variance Extracted (AVE) values for all test variables are above 0.5, indicating that the variables are valid. Table 1 show the testing of Composite Reliability and Cronbach's Alpha yielded satisfactory outcomes, as all latent variables achieved values of ≥ 0.70 for both measures. Consequently, these results indicate that the model fulfills the reliability criteria for Composite Reliability and Cronbach's Alpha, confirming that the instruments utilized in this study are reliable.

Table 3. HTMT-Fornell-Locker

Variable	Transformational Leadership	Teamwork	Organization Communication	Career Development	Sustainability Employee Performance
Transformational Leadership	0.814				
Teamwork	0.82	0.786			
Organizational Communication	0.87	0.833	0.715		
Career Development	0.792	0.801	0.853	0.719	
Sustainability Employee Performance	0.767	0.754	0.784	0.747	0.708

Table 4. R-Square

Variable	R-square
Teamwork	0.75
Sustainability Employee Performance	0.669

Source: Result Using SmartPLS (2025)

Table 5 show the R-square value for teamwork is 75%, while sustainability employee performance has an R-square value of 66.9%. Both are influenced by variables such as transformational leadership, communication organization, and carrer development. The remaining percentage is attributed to other factors not examined in this study.

Table 5. Q-square Predictive Relevance

Konstruk	Q-Square (Q^2)
Sustainability Employee Performance	0.317
Teamwork	0.456

Source: Result Using SmartPLS (2025)

Tabel 6. Show The predictive relevance values calculated for sustainability employee performance and teamwork are 0.317 and 0.456, respectively, both of which are greater than 0. This indicates that the model possesses a relevant predictive capability.

Table 6. Hypothesis Testing Result

	Original sample (O)	Standard deviation (STDEV)	T statistics (O/STD EV)	T table	P values	Result
TL → TW	0.338	0.096	3.514	1.654	0.000	Positive and significant
TL → SEP	0.232	0.099	2.329	1.654	0.020	Positive and significant
TW → SEP	0.203	0.092	2.211	1.654	0.027	Positive and significant

OC → TW	0.310	0.115	2.704	1.654	0.007	Positive and significant
OC → SEP	0.261	0.096	2.708	1.654	0.007	Positive and significant
CD → TW	0.269	0.089	3.013	1.654	0.003	Positive and significant
CD → SEP	0.179	0.092	1.953	1.654	0.051	No significant effect
TL→TW→ SEP	0.069	0.037	1.867	1.654	0.062	No significant effect
OC→TW →SEP	0.063	0.038	1.639	1.654	0.101	No significant effect
CD→TW→ SEP	0.055	0.032	1.716	1.654	0.086	No significant effect

Source: Result Using SmartPLS (2025)

This study tested ten hypotheses to evaluate the effects of transformational leadership, organizational communication, and career development on sustainability employee performance (SEP), with teamwork as a mediating variable. The analysis, using the SEM-PLS approach, yielded mixed results. Seven hypotheses were supported, while three were not statistically significant. The results show that transformational leadership has a significant and positive effect on sustainability employee performance (H1), with a T-statistic value of 2.329 and a p-value of 0.020. This finding indicates that transformational leaders who inspire, motivate, and provide individualized consideration are able to foster consistent and long-term employee performance. The strongest indicator (TL.2) reflected employees' sense of calm under critical situations due to their leaders' presence. This confirms that emotional stability and visionary leadership contribute to sustained employee engagement and output, as also supported by previous research (Rivai, 2020; Sugianti & Khoesasih, 2021).

Organizational communication also demonstrated a significant influence on sustainable performance (H2), with a T-statistic of 2.708 and a p-value of 0.007. The most influential indicator was the comfort level within the work environment (OC.3), underscoring the role of horizontal and nonverbal communication in supporting effective performance. Nonetheless, some indicators, such as interpersonal employee relations (OC.4), showed weaker effects, suggesting that while communication flow exists, its relational depth may still need strengthening. These findings align with Gibson's theory (2006) that communication is essential for shared understanding and performance coordination.

Conversely, career development did not show a significant direct effect on sustainability employee performance (H3). The T-statistic (1.953) and p-value (0.051) marginally missed the threshold, implying that current career development programs may not yet be perceived as impactful by employees in the long-term context. Similar outcomes were found in Nuriyah et al. (2022), who observed that employees often remain indifferent to development opportunities unless strongly motivated or if the development path is explicitly linked to tangible rewards.

The study further revealed that teamwork has a significant effect on sustainability employee performance (H4). With a T-statistic of 2.211 and a p-value of 0.027, the results show that a strong collaborative environment enhances employee productivity and continuity. The dominant indicator (TW.3) emphasized that team members who maximally apply their skills contribute most to sustained performance. Even indicators with lower impact (e.g., TW.7—interdependency) still reflected meaningful contributions, highlighting the importance of trust and task coordination.

Regarding the influence of independent variables on teamwork, all three predictors showed significant effects. Transformational leadership (H5) had a T-statistic of 3.514 ($p = 0.000$), affirming that leaders who maintain emotional stability in crises foster stronger teamwork. Organizational communication

(H6) significantly predicted teamwork ($T = 2.704$, $p = 0.007$), particularly through comfortable work environments that support collaborative interactions. Career development (H7) also positively influenced teamwork ($T = 3.013$, $p = 0.003$), especially when employees perceive equal access to promotion opportunities. Nevertheless, indicators related to loyalty (CD.9) showed weaker influence, suggesting that employee trust in the fairness and effectiveness of the development system needs further reinforcement. Surprisingly, the study found that teamwork did not significantly mediate the relationship between transformational leadership and sustainability performance (H8), as the p -value exceeded the significance threshold ($p = 0.062$). This suggests that leadership's direct impact may be more influential than its indirect effects via teamwork. Similarly, organizational communication (H9) and career development (H10) did not show significant indirect effects through teamwork ($p = 0.101$ and $p = 0.086$, respectively). These findings highlight that, in this specific organizational context, teamwork may not fully bridge the effects of these variables on long-term employee performance.

In summary, the direct effects of transformational leadership, communication, and teamwork are evident, but the mediating role of teamwork requires further organizational strengthening. These findings underscore the importance of enhancing team dynamics, clarifying role expectations, and fostering a culture of collaboration to unlock the full potential of sustainable employee performance.

CONCLUSION

This study examined the influence of transformational leadership, organizational communication, and career development on sustainability employee performance with team collaboration as a mediating variable in the Department of Transportation of Banjarmasin City. The findings demonstrate that transformational leadership and organizational communication have a direct and significant impact on sustainable performance, while career development does not significantly affect performance directly. However, all three antecedent variables—transformational leadership, communication, and career development—show a positive and significant effect on team collaboration. Interestingly, team collaboration was not proven to mediate the relationship between the three antecedent variables and sustainability employee performance, indicating that the direct effect of leadership, communication, and career development is more dominant compared to the indirect pathway through teamwork. From a managerial perspective, these findings emphasize the importance of strengthening transformational leadership practices, particularly idealized influence, as leaders play a pivotal role in ensuring employee motivation and resilience in critical situations. Furthermore, communication—both formal and informal—must be reinforced through cross-divisional meetings, open forums, and internal digital platforms to ensure clarity of policies and strengthen organizational trust. Career development programs, including training, workshops, and further study opportunities, should be provided equally to all employees, including non-permanent staff, not only to motivate individuals but also to enhance long-term organizational sustainability. In addition, building a collaborative work culture through periodic team-building activities is crucial to strengthening solidarity and collective commitment, although the effect of teamwork on performance is not as significant as the direct role of leadership and communication. These results suggest that leaders and managers in public organizations should prioritize direct interventions—such as leadership coaching, transparent career paths, and structured communication strategies—rather than relying solely on team collaboration as a mediating mechanism. Future research may extend this model by integrating other organizational behavior variables, such as intrinsic motivation, employee engagement, and digital workplace environment, as well as testing the framework across different public and private sector institutions to validate the consistency of these findings.

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