

The Influence of Leadership, Career Development, and Employee Welfare on Employee Performance at PT Dian Bahari Sejati Jakarta

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Abstract. *Employee performance is one of the factors that determine the success of a company in achieving organizational goals. Improvement in employee performance is influenced by various factors, including leadership, organizational communication, career development, and employee welfare. This study uses a quantitative approach with a survey method through the distribution of questionnaires to employees of PT Dian Bahari Sejati Jakarta. Data analysis was carried out using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 4 software. The results showed that leadership had a positive and significant effect on employee performance with a coefficient of 0.306 (p -value = 0.0004), organizational communication of 0.315 (p -value = 0.0043), career development of 0.334 (p -value = 0.0008), and employee welfare of 0.194 (p -value = 0.0026). The career development variable is the factor that has the greatest influence on employee performance. The R-Square value of 0.8747 indicates that 87.47% of the variation in employee performance can be explained by leadership, organizational communication, career development, and employee welfare, while 12.53% is influenced by other factors outside the research model. The results of this study are expected to be a consideration for companies in improving employee performance through strengthening leadership, organizational communication, career development, and employee welfare.*

Keywords: *Career Development; Employee Performance; Employee Welfare; Leadership; Organizational Communication.*

1. Introduction

In an increasingly competitive business world, employee performance is a key factor in determining a company's success. One way to improve employee performance is by understanding and addressing the various factors that influence it. Among the factors that can influence employee performance, leadership, organizational communication, career development, and employee well-being are key components frequently discussed in human resource management literature. (Vernanda et al., 2023).

Effective leadership can provide clear direction and create a conducive work environment for employee development. Good leaders are able to motivate, support, and inspire employees to achieve company goals. Previous research has shown that the leadership style implemented in an organization has a direct impact on employee motivation and performance. (Farida, 2022).

Organizational communication aims to improve employee performance. Effective communication enables timely and accurate information delivery, reduces errors in task execution, and improves understanding and coordination between company departments. Poor communication, on the other hand, can lead to misunderstandings, conflict, and lower employee morale. Therefore, open and transparent communication is considered a crucial element in driving better performance. (SM Ali, 2023).

Career development is another factor that influences employee performance. When employees perceive opportunities for growth and career advancement, they tend to be more committed and motivated to contribute their best to the company. Effective career development not only enhances skills and knowledge but also increases job satisfaction, which in turn can positively impact employee performance. (Professionalism et al., 2023).

Furthermore, employee well-being, encompassing physical, emotional, and social well-being, plays a crucial role in supporting individual performance. Employees who feel cared for, whether in terms of health, work-life balance, or social support, tend to have lower stress levels and be more focused on their work. Companies that invest in employee well-being programs can see results in increased productivity and higher job satisfaction. (Irnayanti Paillin & Dety Mulyanti, 2023).

Effective management of leadership, organizational communication, career development, and employee well-being aims to improve employee performance within a company. Good leadership provides clear direction, inspires, and supports employees in achieving organizational goals, while a transformational leadership style can encourage employee innovation and self-development. Effective organizational communication, on the other hand, ensures that each team member understands their roles and shared goals, and prevents misperceptions that can hinder productivity. Structured career development provides employees with opportunities to grow and develop within the organization, which in turn increases their motivation and engagement in their work. Furthermore, managing employee well-being, which encompasses physical health, work-life balance, and emotional support, plays a significant role in creating a positive work environment and increasing productivity. When these four factors are well-managed, a company will create a conducive work environment, reduce stress and absenteeism, and improve overall employee performance. Conversely, ineffective management can lead to dissatisfaction, conflict, and decreased performance, ultimately detrimental to the company's goals. (Umar & Norawati, 2022)

2. Research Methods

This study uses a quantitative research method with a descriptive analysis approach. The quantitative approach aims to collect numerical data that can be analyzed statistically, with a focus on examining the relationships between existing variables: leadership, organizational communication, career development, employee welfare, and employee performance at PT Dian Bahari Sejati Jakarta. (Jauhari et al., 2023).

Data will be collected using instruments such as questionnaires given to respondents, namely company employees, and each variable will be measured using a Likert scale or other instruments that allow the data to be categorized numerically. Meanwhile, a descriptive analysis approach is used to describe existing conditions or phenomena without explicitly testing cause-and-effect relationships. Through descriptive analysis, this study will provide a clear picture of the characteristics and distribution of data for each variable studied, such as frequency, average, and data spread (standard deviation). This approach allows researchers to gain a deeper understanding of existing conditions in the field, so that it can be concluded to what extent factors such as leadership, organizational communication, career development, and employee welfare affect employee performance in the company.

3. Results and Discussion

3.1. Reliability Test

Composite Reliability and Cronbach's Alpha tests are conducted to measure the level of reliability or internal consistency of the indicators used in a research variable. Reliability indicates the extent to which an indicator is able to provide consistent measurement results

in measuring the same construct. A variable is considered reliable if its Cronbach's Alpha and Composite Reliability values are greater than 0.70. The higher the reliability value, the better the indicator's level of consistency in measuring the research variable.(Rahmadiana, 2025). With the following explanation of the results:

Table Reliability Test Results

	Cronbach's Alpha	Composite Reliability
X1 (Leadership)	0.9456	0.9608
X2 (Organizational Communication)	0.9404	0.9572
X3 (Career Development)	0.9399	0.9568
X4 (Employee Welfare)	0.8959	0.9091
Y (Employee Performance)	0.8719	0.9124

Based on the results of data processing using SmartPLS, the Leadership variable (X1) obtained a Cronbach's Alpha value of 0.9456 and a Composite Reliability of 0.9608. The Organizational Communication variable (X2) had a Cronbach's Alpha value of 0.9404 and a Composite Reliability of 0.9572. The Career Development variable (X3) obtained a Cronbach's Alpha value of 0.9399 and a Composite Reliability of 0.9568. The Employee Welfare variable (X4) had a Cronbach's Alpha value of 0.8959 and a Composite Reliability of 0.9091. The Employee Performance variable (Y) obtained a Cronbach's Alpha value of 0.8719 and a Composite Reliability of 0.9124.

All variables had Cronbach's Alpha and Composite Reliability values above 0.70, indicating that the research instrument had a good level of internal consistency. These results indicate that the indicators in the variables of Leadership, Organizational Communication, Career Development, Employee Welfare, and Employee Performance were able to measure the constructs consistently and reliably, thus making the measurement model suitable for analysis in the structural model (inner model).

a. Model Fit Test

The Model Fit Test was conducted to determine the level of agreement between the constructed research model and the empirical data. In Partial Least Squares-Structural

Equation Modeling (PLS-SEM) analysis, one of the measures used to assess model suitability is the Standardized Root Mean Square Residual (SRMR). According to Budiani (2019), the model is said to have a good level of suitability if the SRMR value is less than 0.08, while a value that is closer to 0 indicates a better level of model suitability.

Table Model Fit Test Results

	Saturated Model	Estimated Model
SRMR	0.0594	0.0594

Based on the results of data processing using SmartPLS, the SRMR value for the Saturated Model was 0.0594, while the Estimated Model obtained the same value, namely 0.0594. This value is below the maximum limit of 0.08, thus indicating that the research model has a good level of fit with the data used. These results indicate that the model has met the criteria of good fit, so that the relationship between variables in the study can be explained well and the model is suitable for use in hypothesis testing in the next stage of analysis.

b. Coefficient of Determination Test

The coefficient of determination (R-Square) test aims to determine the extent to which independent variables can explain variations in dependent variables in a structural model (inner model). The R-Square (R^2) value indicates the proportion of variation in endogenous variables that can be explained by exogenous variables in the research model. According to Fauziyah (2023), an R-Square value of 0.75 is categorized as strong (substantial), 0.50 is categorized as moderate, and 0.25 is categorized as weak.

Table Model Fit Test Results

	R Square	R Square Adjusted
Y (Employee Performance)	0.8747	0.8684

Based on the results of data processing using SmartPLS, the Employee Performance variable (Y) obtained an R-Square value of 0.8747 and an Adjusted R-Square of 0.8684. The R-Square value of 0.8747 indicates that 87.47% of the variation in Employee Performance can be explained by the variables Leadership (X1), Organizational Communication (X2), Career Development (X3), and Employee Welfare (X4). The remaining 12.53% is influenced by other factors outside the research model that were not analyzed in this study. The Adjusted R-Square value of 0.8684 indicates that after considering the number of independent variables

used, the model's ability to explain variations in Employee Performance remains in the strong (substantial) category. These results indicate that the research model has high explanatory power, so that the variables Leadership, Organizational Communication, Career Development, and Employee Welfare are able to explain changes in Employee Performance well.

c. Hypothesis Testing

Hypothesis testing was conducted to determine the influence of Leadership (X1), Organizational Communication (X2), Career Development (X3), and Employee Welfare (X4) variables on Employee Performance (Y). Testing was conducted using the bootstrapping method in SmartPLS. The hypothesis is declared accepted if the T-Statistics value is > 1.96 and P-Values < 0.05 at a significance level of 5%. (Prayudi, 2021). The Original Sample (O) value shows the direction and magnitude of the influence between variables.

Table Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1 (Leadership) -> Y (Employee Performance)	0.3060	0.3139	0.0864	3,5439	0.0004
X2(Organizational Communication) ->Y(Employee Performance)	0.3151	0.3000	0.1098	2,8710	0.0043
X3(Career Development) ->Y(Employee Performance)	0.3341	0.3361	0.0988	3,3818	0.0008
X4(Employee Welfare) -> Y(Employee Performance)	0.1941	0.1721	0.0642	3.0236	0.0026

1. The Influence of Leadership (X1) on Employee Performance (Y)

The test results show that the Leadership variable (X1) has an Original Sample (O) value of 0.3060, T-Statistics of 3.5439, and P-Values of 0.0004. The T-Statistics value is > 1.96 and P-Values < 0.05 , so H1 is accepted. These results indicate that Leadership has a positive and significant effect on Employee Performance. The coefficient value of 0.3060 indicates that the

better the leadership implemented at PT Dian Bahari Sejati Jakarta, the more employee performance will increase.

2. The Influence of Organizational Communication (X2) on Employee Performance (Y)

The test results show that the Organizational Communication variable (X2) has an Original Sample (O) value of 0.3151, T-Statistics of 2.8710, and P-Values of 0.0043. The T-Statistics value is > 1.96 and P-Values < 0.05 , so H2 is accepted. These results indicate that Organizational Communication has a positive and significant effect on Employee Performance. The coefficient value of 0.3151 indicates that better organizational communication will improve employee performance.

3. The Influence of Career Development (X3) on Employee Performance (Y)

The test results show that the Career Development variable (X3) has an Original Sample (O) value of 0.3341, T-Statistics of 3.3818, and P-Values of 0.0008. The T-Statistics value is > 1.96 and P-Values < 0.05 , so H3 is accepted. These results indicate that Career Development has a positive and significant effect on Employee Performance. The coefficient value of 0.3341 indicates that increased career development will be followed by increased employee performance.

3.2. The Influence of Employee Welfare (X4) on Employee Performance (Y)

The test results show that the Employee Welfare variable (X4) has an Original Sample (O) value of 0.1941, T-Statistics of 3.0236, and P-Values of 0.0026. The T-Statistics value is > 1.96 and P-Values < 0.05 , so H4 is accepted. These results indicate that Employee Welfare has a positive and significant effect on Employee Performance. The coefficient value of 0.1941 indicates that increasing employee welfare will have an impact on increasing employee performance.

3.3. The Influence of Leadership (X1) on Employee Performance (Y)

The results of the hypothesis testing indicate that Leadership has a positive and significant effect on Employee Performance at PT Dian Bahari Sejati Jakarta. The analysis results show an Original Sample (O) value of 0.3060, T-Statistics of 3.5439, and P-Values of 0.0004. T-Statistics values greater than 1.96 and P-Values smaller than 0.05 indicate that the first hypothesis (H1) is accepted. The positive path coefficient of 0.3060 indicates that the better the leadership implemented in the company, the higher the employee performance.

The results of this study are in line with the leadership theory put forward by Sunarso (2023), which states that leadership is a person's ability to influence, direct, and motivate individuals or groups to work effectively to achieve organizational goals. Leaders who are able to provide

clear direction, make appropriate decisions, build good communication, and motivate employees will create a conducive work environment that encourages improved performance. This opinion is supported by Northouse (2025) which explains that leadership is the process of influencing others to achieve common goals. Effective leaders not only direct the work of subordinates but also build trust, increase commitment, and inspire employees to perform optimally. This will result in increased productivity, work quality, and the achievement of organizational goals.

The results of this study indicate that the leadership implemented at PT Dian Bahari Sejati Jakarta has positively influenced employee performance. Leaders who provide clear work direction, provide support to employees, and build positive working relationships encourage employees to be more disciplined, responsible, and focused on achieving company targets.

The findings of this study are in line with the results of research January and Kuntaua (2025) which states that leadership has a positive and significant impact on employee performance. The study explains that good leadership quality can increase employee motivation, organizational commitment, and work effectiveness, thus impacting overall performance improvement. These research findings further reinforce the belief that leadership is a key factor influencing an organization's success in improving human resource performance.

3.4. The Influence of Organizational Communication (X2) on Employee Performance (Y)

The results of the hypothesis testing indicate that Organizational Communication has a positive and significant effect on Employee Performance at PT Dian Bahari Sejati Jakarta. The analysis results show an Original Sample (O) value of 0.3151, T-Statistics of 2.8710, and P-Values of 0.0043. T-Statistics values greater than 1.96 and P-Values smaller than 0.05 indicate that the second hypothesis (H2) is accepted. The path coefficient value of 0.3151 indicates that an increase in the quality of organizational communication will be followed by an increase in employee performance.

The results of this study are in accordance with the theory put forward by Robbins and Judge in their research. Riznanda and Kusumadewi (2023) which states that organizational communication is the process of conveying and exchanging information, ideas, and understanding among members of an organization to achieve common goals. Effective communication will create good work coordination, reduce errors in task execution, expedite work completion, and improve working relationships between employees and between superiors and subordinates. This condition will encourage increased employee performance. This opinion is supported by Pace and Faules' research. Nisa and Hadi (2025) which explains that organizational communication is the process of conveying messages within a network of interdependent relationships to overcome uncertainty and achieve organizational goals. Open, clear, and two-way communication will improve employee understanding of their duties and responsibilities, allowing work to be carried out more effectively and efficiently.

The results of this study indicate that organizational communication at PT Dian Bahari Sejati Jakarta has made a positive contribution to improving employee performance. Effective communication allows all work-related information, including task allocation, work targets, operational procedures, company policies, and directives from management, to be received, understood, and implemented effectively by employees. This clarity of information helps employees understand their responsibilities, thereby reducing errors in their work performance. Communication between management and employees fosters a more open working relationship. Employees not only receive instructions but also have the opportunity to provide suggestions, express opinions, and report any obstacles they encounter during their work.

This makes it easier for leaders to provide appropriate solutions and decisions, allowing emerging problems to be resolved more quickly. Furthermore, communication between employees and departments improves coordination in carrying out interrelated tasks. Each work unit can exchange information in a timely manner, making work processes more effective and efficient. The results of this study align with research conducted by Telaumbanua et al. (2026) which states that organizational communication has a positive and significant impact on employee performance. The study explains that effective communication can improve coordination, teamwork, and understanding of organizational goals, enabling employees to work more productively. These findings reinforce the importance of organizational communication as a crucial factor in improving employee performance, as good communication creates a conducive work environment, strengthens relationships between organizational members, and supports the optimal achievement of company goals.

3.5. The Influence of Career Development (X3) on Employee Performance (Y)

The results of the hypothesis testing indicate that Career Development has a positive and significant effect on Employee Performance at PT Dian Bahari Sejati Jakarta. The results of the analysis using SmartPLS show an Original Sample (O) value of 0.3341, T-Statistics of 3.3818, and P-Values of 0.0008. T-Statistics values greater than 1.96 and P-Values smaller than 0.05 indicate that Hypothesis 3 (H3) is accepted. The path coefficient value (Original Sample) of 0.3341 indicates a positive relationship between Career Development and Employee Performance. This indicates that every increase in career development programs will be followed by an increase in employee performance of 33.41%, assuming other variables remain constant.

The results of this study support the theory put forward by Dessler in his research. Chagelishvili, Surmanidze, and Patsatsia (2023) which states that career development is a series of activities carried out by organizations to help employees plan, improve their abilities, and achieve their career goals through education, training, job promotions, job rotations, and competency enhancement. Career development not only benefits individuals but also

benefits organizations by improving work skills, productivity, loyalty, and the quality of human resources. This opinion is supported by Permatasari and Sukmara (2026) which explains that career development is an effort made by companies to improve the technical, conceptual, and moral abilities of employees through education and training so they can perform their jobs more effectively. Employees who have the opportunity to develop their careers will have higher work motivation because they see the opportunity to achieve a better career path in line with their achievements and competencies.

According to Mangkunegara (2021) Career development is a form of company appreciation for employees by providing opportunities to improve their skills and obtain promotions based on competency, experience, and work performance. Objectively implemented career development programs will increase work enthusiasm, organizational commitment, and a sense of belonging to the company. This will encourage employees to deliver optimal work results, thereby improving performance.

The results of this study indicate that PT Dian Bahari Sejati Jakarta has paid attention to employee career development through various opportunities to improve competency and work abilities. Employees who have the opportunity to participate in training, skills development, and job promotion opportunities tend to have higher motivation to work optimally. These opportunities provide employees with confidence that the company values their abilities, experience, and work achievements. The company's career development program is able to improve employees' ability to complete work according to job requirements. Employees become more familiar with work procedures, are able to master new technologies and work methods, and have the ability to solve problems that arise during the work process. This increase in competence has an impact on improving the quality of work results, punctuality in completing tasks, and employee work productivity. The opportunity to achieve a better career path also encourages employees to work with more discipline, responsibility, and oriented towards achieving work achievements. Employees who see promotion opportunities will strive to improve their abilities, improve the quality of work, and demonstrate the best performance to meet the requirements set by the company. These conditions create healthy competition in the workplace and encourage continuous performance improvement.

Based on the research results, the theory used, and previous research, it can be explained that Career Development is a major factor in improving Employee Performance at PT Dian Bahari Sejati Jakarta. Career development programs carried out through training, competency improvement, work performance evaluation, and providing job promotion opportunities can increase employee motivation, abilities, and commitment to the company. This increase in competence has an impact on better work quality, higher productivity, and the ability of employees to achieve company targets effectively and efficiently. These results indicate that the better the career development system implemented by the company, the higher the resulting employee performance.

3.6. The Influence of Employee Welfare (X4) on Employee Performance (Y)

The results of the hypothesis testing indicate that Employee Welfare has a positive and significant effect on Employee Performance at PT Dian Bahari Sejati Jakarta. The results of the analysis using SmartPLS show an Original Sample (O) value of 0.1941, T-Statistics of 3.0236, and P-Values of 0.0026. T-Statistics values greater than 1.96 and P-Values smaller than 0.05 indicate that Hypothesis 4 (H4) is accepted. The path coefficient value (Original Sample) of 0.1941 indicates a positive relationship between Employee Welfare and Employee Performance. This indicates that an increase in employee welfare will be followed by an increase in employee performance of 19.41%, assuming other variables are in a constant condition.

Results This research supports the theory put forward by Sinaga et al. (2020) which states that employee welfare is an indirect reward provided by the company to employees in the form of facilities, services, and benefits aimed at increasing job satisfaction, providing a sense of security, and meeting the living needs of employees and their families. The welfare programs provided by the company are expected to increase employee morale, loyalty, discipline, and productivity in carrying out their work. This opinion is supported by Ibrahim et al. (2022) which explains that employee welfare is part of a human resource management system designed to improve the quality of work life through indirect compensation, such as health insurance, benefits, work facilities, safety programs, and various other forms of social protection. Employees who feel their economic needs are met will have higher levels of job satisfaction, enabling them to work more focused, productively, and responsibly.

The results of this study indicate that PT Dian Bahari Sejati Jakarta has paid attention to employee welfare through various facilities and programs that support employee needs. Providing welfare not only serves as a form of appreciation for employee contributions, but also becomes a factor that can increase feelings of security, comfort, and satisfaction at work. When employees feel that the company cares about their welfare, they tend to show a higher commitment to the organization and strive to provide the best work results. Improved employee welfare has an impact on increasing work motivation because employees feel their living needs are more secure. This condition allows employees to concentrate more on completing work without being burdened by issues related to basic needs and job security. Employees become more disciplined, have greater responsibility for their work, and strive to maintain the quality of work results in accordance with the standards set by the company. The welfare provided by the company also creates a better relationship between the company and employees. Employees will have a sense of belonging to the company because they feel appreciated and cared for. This feeling will increase loyalty, reduce absenteeism and the desire to change jobs (turnover intention), and encourage employees to make maximum contributions to achieving organizational goals.

Based on the research results, the theory used, and previous research, it can be explained that Employee Welfare is one of the factors that contribute to improving Employee Performance at PT Dian Bahari Sejati Jakarta. Providing welfare in the form of indirect compensation, work facilities, health insurance, work safety programs, and various other forms of support can increase employee security, job satisfaction, loyalty, and motivation. This increase in welfare encourages employees to work more productively, maintain the quality of work results, and contribute optimally to achieving company goals. The results of this study show that the company's attention to employee welfare is an important investment in improving the quality of human resources and the organization's success in a sustainable manner.

4. Conclusion

1. Based on the results of data analysis and discussion regarding the Influence of Leadership, Organizational Communication, Career Development, and Employee Welfare on Employee Performance at PT Dian Bahari Sejati Jakarta, the following conclusions can be drawn:
2. Leadership (X1) has a positive and significant effect on Employee Performance (Y). The test results show an Original Sample (β) value of 0.3060, T-Statistics of 3.5439, and P-Values of 0.0004 (<0.05). These results indicate that the better the leadership implemented by the company, the higher the employee performance at PT Dian Bahari Sejati Jakarta. The first hypothesis (H1) is declared accepted.
3. Organizational Communication (X2) has a positive and significant effect on Employee Performance (Y). The test results show an Original Sample (β) value of 0.3151, T-Statistics of 2.8710, and P-Values of 0.0043 (<0.05). These results indicate that effective organizational communication can improve coordination, facilitate information delivery, and support improved employee performance at PT Dian Bahari Sejati Jakarta. The second hypothesis (H2) is declared accepted.
4. Career Development (X3) has a positive and significant effect on Employee Performance (Y). The test results show an Original Sample (β) value of 0.3341, T-Statistics of 3.3818, and P-Values of 0.0008 (<0.05). This variable is the variable that has the greatest influence on Employee Performance compared to other independent variables. These results indicate that the better the career development program provided by the company, the higher the employee performance at PT Dian Bahari Sejati Jakarta. The third hypothesis (H3) is declared accepted.
5. Employee Welfare (X4) has a positive and significant effect on Employee Performance (Y). The test results show an Original Sample (β) value of 0.1941, T-Statistics of 3.0236, and P-Values of 0.0026 (<0.05). These results indicate that improving employee welfare through

the provision of facilities, benefits, and welfare programs can improve employee performance at PT Dian Bahari Sejati Jakarta. The fourth hypothesis (H4) is declared accepted.

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