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The Effect Of Transformational Leadership Style And Career Development On Job Satisfaction At Bank Sumsel Babel Head Office Jakabaring

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Abstract

This study aims to analyze the effect of transformational leadership style and career development On Job Satisfaction at Bank Sumsel Babel Head Office Jakabaring. The research method used in this study is explanatory research with a quantitative approach. The data used in this study are primary data obtained through the distribution of questionnaries. The sampling technique used was proportionate stratified random sampling, with a total sample of 122 respondents. The data analysis technique used was multiple linear regression analysis. The results of the study indicate that transformational leadership style has a positive and significant effect on employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring. In addition, career development have a positive and significant effect on job satisfaction at Bank Sumsel Babel Head Office Jakabaring.

Keywords: Transformational Leadership Style, Career Development, Job Satisfaction.

INTRODUCTION

The rapid advancement of technology and globalization has intensified competition in the labor market, requiring organizations to manage their human resources effectively to achieve strategic objectives (Robbins & Judge, 2023). In this context, employee job satisfaction has become a crucial factor because it influences motivation, productivity, organizational commitment, and organizational performance. Job satisfaction refers to an employee's emotional state regarding their job, which may be either favorable or unfavorable (Handoko, 2020). According to Sutrisno (2020), job satisfaction is influenced by various factors, including psychological, social, physical, and financial aspects. Therefore, organizations need to identify and manage factors that contribute to higher levels of employee job satisfaction.

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Among the factors affecting job satisfaction are transformational leadership and career development. Transformational leadership enables leaders to inspire and motivate employees toward achieving organizational goals while fostering positive work attitudes and behaviors (Wibowo, 2020; Oktaviany et al., 2023). Likewise, career development provides employees with opportunities to improve competencies and achieve career aspirations, which can increase their level of job satisfaction (Sutrisno, 2020). Employees are more likely to experience job satisfaction when career opportunities align with their expectations and professional goals (Qurbi & Saroyo, 2023).

This study was conducted at Bank Sumsel Babel Head Office Jakabaring, a regional development bank that relies heavily on the quality of its human resources. Company data indicate fluctuations in employee turnover during 2023–2025. In addition, the implementation of transformational leadership has not been fully optimized, particularly regarding opportunities for employees to express ideas and the consistency of leadership role modeling. Furthermore, career mobility has been dominated by employee transfers rather than promotions, which may affect employees' perceptions of career fairness and opportunities for advancement. These conditions may ultimately influence employee job satisfaction (Rahmawati & Wahjono, 2025; Rahmawati & Adiwati, 2022).

Previous studies have reported that transformational leadership has a positive and significant effect on employee job satisfaction (Khoso et al., 2021; Gebreheat et al., 2023; Ardiansyah et al., 2024). However, Rezeki (2022) and Parada & Jauhar (2023) found that transformational leadership has an insignificant effect on job satisfaction. Similarly, career development has been found to positively influence job satisfaction in studies conducted by Paila et al. (2022), Rulianti and Nurpribadi (2023), and Pratiwi and Sary (2023). In contrast, Syafrin et al. (2023), Tarigan et al. (2022), and Herdiani and Sampurna (2024) reported no significant relationship between career development and job satisfaction.

The inconsistent findings indicate an empirical gap concerning the effects of transformational leadership and career development on employee job satisfaction. Moreover, studies examining the simultaneous influence of these variables in regional banking institutions remain limited. This gap is particularly relevant to Bank Sumsel Babel Head Office Jakabaring, where fluctuations in employee turnover, leadership practices, and career development opportunities may influence employee job satisfaction. Therefore, the research questions are formulated as follows: (1) Does transformational leadership significantly influence employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring? (2) Does career development significantly influence employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring? and (3) Do transformational leadership and career development simultaneously influence employee job satisfaction?

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METHODOLOGY

This study analyzes the influence of transformational leadership style and career development on job satisfaction at *Bank Sumsel Babel Head Office Jakabaring*. The data for this study were obtained from primary data. Primary data was used as the main source to analyze the influence of transformational leadership style and career development on job satisfaction. This data was obtained directly from respondents through the distribution of questionnaires compiled based on research variable indicators. To measure the scores, the researchers used a Likert scale. The population of this study was 544 permanent employees with a minimum tenure of two years working at *Bank Sumsel Babel Head Office Jakabaring*. The sample was selected using a probability sampling approach with proportionate stratified random sampling, ensuring that employees from different divisions were proportionally represented in the study. The sample size was determined using Slovin's formula with an error tolerance of 8%, resulting in 122 respondents

RESULTS AND DISCUSSION

Validity Test

Table 1. Validity Test Results

Variables	Indicators	r_{count}	r_{table}	Results
Job Satisfaction (Y)	Y.1	0.342	0.177	Valid
	Y.2	0.331	0.177	Valid
	Y.3	0.532	0.177	Valid
	Y.4	0.722	0.177	Valid
	Y.5	0.696	0.177	Valid
	Y.6	0.694	0.177	Valid
	Y.7	0.731	0.177	Valid
	Y.8	0.702	0.177	Valid
	Y.9	0.660	0.177	Valid
	Y.10	0.763	0.177	Valid
	Y.11	0.508	0.177	Valid
	Y.12	0.612	0.177	Valid
	Y.13	0.643	0.177	Valid
	Y.14	0.661	0.177	Valid
	Y.15	0.549	0.177	Valid
Transformational Leadership Style (X_1)	X_1.1	0.801	0.177	Valid
	X_1.2	0.748	0.177	Valid
	X_1.3	0.816	0.177	Valid
	X_1.4	0.846	0.177	Valid

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Variables	Indicators	r_{count}	r_{table}	Results
	$X_1.5$	0.766	0.177	Valid
	$X_1.6$	0.761	0.177	Valid
	$X_1.7$	0.781	0.177	Valid
	$X_1.8$	0.802	0.177	Valid
	$X_1.9$	0.825	0.177	Valid
	$X_1.10$	0.730	0.177	Valid
	$X_1.11$	0.845	0.177	Valid
	$X_1.12$	0.625	0.177	Valid
Career Development (X_2)	$X_2.1$	0.701	0.177	Valid
	$X_2.2$	0.755	0.177	Valid
	$X_2.3$	0.704	0.177	Valid
	$X_2.4$	0.441	0.177	Valid
	$X_2.5$	0.424	0.177	Valid
	$X_2.6$	0.408	0.177	Valid
	$X_2.7$	0.573	0.177	Valid
	$X_2.8$	0.539	0.177	Valid
	$X_2.9$	0.569	0.177	Valid

Source: Research data processing, 2026

Based on Table 1, the validity test results indicate that all questionnaire items across the three variables, job satisfaction (Y), transformational leadership style (X1), and career development (X2) have calculated correlation coefficients (r-values) that are greater than the critical r-table value. Therefore, it can be concluded that all measurement items for the three variables are valid.

Reliability Test

Table 2. Reliability Test Results

Variabel	*N of Case*	*N of Item*	*Cronbach's Alpha*	Results
Job Satisfaction (Y)	122	15	0.940	Reliabel
Transformational Leadership Style (X_1)	122	12	0.747	Reliabel
Career Development (X_2)	122	9	0.881	Reliabel

Source: Primary data processed by SPSS, 2026

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Based on Table 2, the reliability test results indicate that the Cronbach's alpha coefficients for all three variables exceed the threshold value of 0.60. Since a Cronbach's alpha value greater than 0.60 is considered acceptable for reliability, all measurement instruments used in this study can be regarded as reliable.

Classic Assumption Test

Normality Test

Table 3. Results of the Residual Normality Test

No.	Asymp. Sig. Value	Criteria	Information
1.	0.200	0.05	Normal

Source: Primary data processed by SPSS, 2026

Based on the results of the normality test using the OneSample Kolmogorov-Smirnov Test, the Asymp. Sig. (2-tailed) value is 0.200, which are greater than the 0.05 significance level. This indicates that the data is normally distributed, so the normality assumption in the regression model of this study has been met.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	*Tolerance*	VIF	Information
Transformational Leadership Style (X_1)	0.899	1.113	Tidak terjadi mulikolinieritas
Career Development (X_2)	0.899	1.113	Tidak terjadi mulikolinieritas

Source: Primary data processed by SPSS, 2026

Based on the table above, it can be seen that the tolerance value for all independent variables > 0.10 is 0.899, and the VIF (Variance Inflation Factor) value for all independent variables is 1.113, which is smaller (<) than 10. This shows that there are no symptoms of multicollinearity in the regression model in this study.

Heteroscedastisity Test

Table 5. Results of Heteroscedastisity Test

Variabel	Sig. Value	Information
Transformational Leadership Style (X_1)	0.515	no symptoms of heteroscedasticity

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Variabel	Sig. Value	Information
Career Development (X_2)	0.233	no symptoms of heteroscedasticity

Source: Primary data processed by SPSS, 2026

Based on the results of the heteroscedastisity test using the Glejser method, the significance value of the Transformational Leadership Style (X1) variable is 0.515 and Career Development (X2) is 0.233, both of which are greater than 0.05. This indicates that there are no symptoms of heteroscedasticity, so the assumption of heteroscedasticity in the regression model is met and the model is suitable for further analysis.

Hypothesis Test

Multiple Linear Regression

Table 6. Multiple Linear Regression Results

Variable	Constant	Regression Coefficient
Transformational Leadership Style (X_1)	1.911	0.369
Career Deveopment (X_2)		0.409

Source: Primary data processed by SPSS, 2026

The regression coefficient of transformational leadership (X_1) was 0.369, indicating that a one-unit increase in transformational leadership is associated with a 0.369-unit increase in employee job satisfaction, assuming that career development (X_2) remains constant. The positive coefficient indicates a positive relationship between transformational leadership and employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring. This finding suggests that improvements in transformational leadership practices are likely to enhance employees' job satisfaction.

The regression coefficient of career development (X_2) was 0.409, indicating that a one-unit increase in career development is associated with a 0.409-unit increase in employee job satisfaction, assuming that transformational leadership (X_1) remains constant. The positive coefficient demonstrates a positive relationship between career development and employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring. This result implies that better career development opportunities are likely to increase employees' job satisfaction.

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Coefficient Correlation and Coefficient of Determination

Table 7. Results of the Coefficient Correlation and of Coefficient Determination Test

Model	r	R Square	Adjusted R Square
1	0,761	0,579	0,572

*Source:*Primary data processed by SPSS, 2026

Based on Table 7, the correlation coefficient was 0.761, indicating a strong relationship between transformational leadership, career development, and employee job satisfaction. Furthermore, the coefficient of determination (Adjusted R^2) was 0.572, indicating that transformational leadership and career development explain 57.2% of the variance in employee job satisfaction, while the remaining 42.8% is explained by other factors not included in this study.

Model Feasibility

Table 8. Results of Model Feasibility

F_{count}	F_{table}	Sig.
81,981	3,07	< 0,001

Source: Primary data processed by SPSS, 2026

Based on Table 8, the F-test produced an F-value of 81.981 with a significance level of $p < 0.001$. Since the calculated F-value exceeded the critical F-value (81.981 > 3.07) and the significance level was below 0.05, the regression model was considered statistically significant and fit for analysis. These results indicate that transformational leadership and career development simultaneously have a significant effect on employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring.

T-Test

Table 9. Results of t-Test Analysis

Variable	t_{count}	t_{table}	Signifikansi
Transformational Leadership Style (X_1)	8.733	1.980	< 0.001
Career Deveopment (X_2)	6.102	1.980	< 0.001

Source: Primary data processed by SPSS, 2026

Based on Table 9, the t-test results show that transformational leadership has a positive significant effect on employee job satisfaction, with a t-value of 8.733 and significance level of $p < 0.001$. Since t-value > t-table (8.733 > 1.980), the first hypothesis is accepted. Similarly, career development also has a positive significant effect on

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employee job satisfaction, with a t-value of 6.102 and significance level of $p < 0.001$. As the t-value exceeds the t-table (6.102 > 1.980), the second hypothesis is also accepted.

DISCUSSION

The Influence of Transformational Leadership Style on Job Satisfaction

Based on the hypothesis testing results, H1 is accepted, indicating that transformational leadership has a positive and significant effect on employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring. This finding supports Herzberg's Two-Factor Theory (1959), which states that job satisfaction is influenced by motivator factors such as achievement, recognition, and personal development. Transformational leadership, through inspiration, motivation, and employee development, functions as a key motivator that enhances job satisfaction.

This result is also consistent with Bass and Avolio's (1994) transformational leadership theory, which emphasizes idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration in creating a positive work environment. These dimensions contribute to higher employee engagement and satisfaction.

The finding aligns with previous studies by Khoso et al. (2021) and Tamawiwy & Edastama (2024), which report a significant positive effect of transformational leadership on job satisfaction. However, it contradicts the findings of Rantung et al. (2023) and Parada & Arifin (2023), who found insignificant or negative relationships.

Descriptive results indicate that transformational leadership is perceived as good. However, the lowest score is found in employee motivation and enthusiasm. This suggests that motivational aspects are not yet fully optimized. Therefore, leaders are expected to strengthen communication, provide recognition, and involve employees more actively in decision-making. Such improvements may enhance job satisfaction and organizational commitment.

The Influence of Career Development on Job Satisfaction

Based on the hypothesis testing results, H2 is accepted, indicating that career development has a positive and significant effect on employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring. Career development, as defined by Sutrisno (2020), refers to a continuous process undertaken by both individuals and organizations to enhance employee competencies and career opportunities. This finding is consistent with Herzberg's Two-Factor Theory (1959), which classifies career development as a motivator factor associated with achievement, recognition, and growth opportunities, thereby increasing intrinsic job satisfaction.

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This result is in line with previous studies by Paila et al. (2023) and Rulianti & Nurpribadi (2023), which found that career development has a positive and significant effect on job satisfaction. However, it is inconsistent with Syafrin et al. (2023) and Herdiani & Sampurna (2024), who reported no significant effect of career development on job satisfaction.

Theoretically, this finding is supported by Schein's Career Anchor Theory (1978), which explains that individuals have different career values, needs, and orientations. Therefore, career development becomes effective when organizations provide appropriate training, promotion opportunities, and structured career planning aligned with employees' competencies and career goals.

Descriptive results indicate that career development is perceived as good. However, the lowest score is found in the relevance of training materials, indicating that training content is not yet fully aligned with employees' job needs and career positions. This suggests the need for improving training design to ensure greater relevance and effectiveness.

Therefore, organizations are encouraged to conduct competency-based training, periodic training needs assessments, and provide structured mentoring or coaching programs aligned with employee career stages. Fair and well-structured career development practices not only improve employee competencies but also enhance job satisfaction by providing clearer career paths and growth opportunities (Yunita & Utami, 2022; Elvina & Aliya, 2024).

CONCLUSION

Based on the results of the study and data analysis, it can be concluded that transformational leadership and career development both have a positive and significant effect on employee job satisfaction at Bank Sumsel Babel Head Office Jakabaring. Transformational leadership contributes to improving employee job satisfaction through inspirational motivation and supportive leadership practices, while career development enhances job satisfaction by providing employees with better opportunities for growth and career advancement.

Based on these findings, several recommendations are proposed. The management of Bank Sumsel Babel Head Office Jakabaring is encouraged to conduct leadership training focused on strengthening inspirational motivation in order to enhance employee enthusiasm and engagement, so that leaders can play a stronger role as sources of inspiration in improving job satisfaction. In addition, the organization should evaluate and improve its training management system to ensure that training materials are more relevant to employees' job needs and career development goals. Furthermore, the company is advised to optimize its promotion system by ensuring that it is objective,

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transparent, and based on employee performance, with clear standards and equal opportunities for all employees, as well as transparent communication regarding promotion procedures to improve perceptions of organizational fairness and job satisfaction. Future researchers are recommended to include additional variables such as work environment, work discipline, and communication, and to expand the research scope by comparing several banking institutions in order to obtain a more comprehensive understanding of the determinants of employee job satisfaction.

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