

The Effect of Career Development and Leadership Communication on Police Personnel Performance Mediated by Job Satisfaction at The Southeast Sulawesi Regional Police Headquarters Work Unit.

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Abstracts: This study aims to analyze: (1) Does career development directly affect job satisfaction; (2) Does leadership communication directly affect job satisfaction; (3) Does career development affect the performance of Polri personnel; (4) Does leadership communication affect the performance of Polri personnel; (5) Does job satisfaction affect the performance of Polri personnel; (6) Does career development affect the performance of Polri personnel through job satisfaction; (7) Does leadership communication affect the performance of Polri personnel through job satisfaction. The method used in this study is the method of Structural Equation Modeling (SEM) analysis. The results showed that; (1) Career development has a positive and significant effect on job satisfaction; (2) leadership communication has a positive and significant effect on job satisfaction; (3) Career development directly has a positive and significant impact on the performance of Polri personnel; (4) direct leadership communication has a positive but not significant effect on the performance of Polri personnel; (5) Job satisfaction has a positive and significant effect on the performance of Polri personnel; (6) Job satisfaction significantly mediates the effect of career development on the performance of Polri personnel; (7) Job satisfaction significantly mediates the effect of leadership communication on the performance of Polri personnel.

Keywords: Career Development, Leadership Communication, Job Satisfaction, Police Personnel Performance.

1. INTRODUCTION

The development process in human resource management includes planning, organizing, directing and controlling procurement, development, compensation, integration, maintenance and termination of employees and employees with the assumption that the objectives of the process can achieve organizational, personal, employee and community goals. There has been a shift in the paradigm of government administration from the paradigm of rule government to good governance in all ministries, institutions and the private sector, this condition was immediately followed up by the leadership of the National Police through the Police Bureaucratic Reform program.

Police reform is the basis for all changes in Polri's performance in the field, especially in efforts to improve the performance of Polri personnel and Polri PNS as civil servants who play the spearhead of Human Resource Management in Polri institutions. One of the developments and challenges faced by the National Police in managing human resources is regarding the improvement of the performance of Polri personnel who increasingly require input from personnel with special skills. Which is not only up-to-date but also adapts to technological developments that are in line with the needs of specialist education. According to Mangkunegara (2013: 69) a person's performance is influenced by three factors, namely: individual factors (ability and expertise, background, demographics), psychological factors (perception of attitude or attitude, personality, learning, motivation) and organizational factors (resources, leadership, rewards, communication, job design structure, while Armstrong and Taylor (2014) argue that employee performance is a multi-dimensional concept consisting of two aspects, namely behavioral aspects that contain processes and outcomes that contain outcome aspects.

Table 1. Recapitulation of the Performance Assessment of the Southeast Sulawesi Regional Police Personnel through the National Police Performance Management System Application TA. 2020

NO	SATKER / SUBSATKER	TOTAL PERSONNEL	AVERAGE VOCATIONAL SCHOOL	ACHIEVEMENT TARGETS
1	2	3	4	5
1	BID TIK	21	77,10	100,00
2	BIDDOKKES	32	78,17	100,00
3	BIDKEU	12	76,56	100,00
4	BIDKUM	13	71,4	100,00
5	BIDPROPAM	56	80,37	100,00
6	DITBINMAS	32	76,8	100,00
7	DITINTELKAM	125	75,24	100,00
8	DITLANTAS	107	77,03	100,00
9	DITPAMOBVIT	73	76	100,00
10	DITRESKRIMUM	107	78,1	100,00
11	DITRESNARKOBA	72	68,9	100,00
12	DITSAMAPTA	194	77,94	100,00
13	DITTAHTI	22	77,66	100,00
14	RO SDM	55	77,15	100,00
15	ROLOG	28	77,6	100,00
16	ROOPS	36	76,35	100,00
17	RORENA	19	81,24	100,00
18	RUMKIT	19	76,22	100,00
19	SATBRIMOB	703	75,21	100,00
20	SETUM	7	74,6	100,00
21	SPKT	20	77,39	100,00
22	SPN	56	76,19	100,00
23	SPRIPI	19	77,66	100,00
24	YANMA	53	72,39	100,00
25	ITWASDA	32	81,02	100,00
26	BIDHUMAS	27	61,99	100,00
27	DITPOLAIRUD	147	75,63	100,00
28	DITRESKRIMSUS	107	76,75	100,00
TOTAL		2194	76,02	100,00

Job satisfaction is an employee's attitude towards work related to work situations, cooperation, employees, rewards received at work, and matters relating to physical and psychological factors (Sutrisno, 2019). According to Sudaryo, et al (2018) job satisfaction is a feeling of being pleasant or unpleasant about work based on expectations with rewards provided by agencies. According to Hasibuan (2021) says that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed in work, outside work, and in and out of work combinations. Byars and Rue in Erni and Donni (2018: 170) state that high job satisfaction effectively facilitates the achievement of organizational goals. Poor job satisfaction is a threat, but it can sooner or later lead to the downfall and decline of an organization. Werther and David from Erni and Donni (2018: 170) argue that job satisfaction is the likes and dislikes of employees towards work. This is in line with the research of Ratnasari, et al (2020), Shaju. M and Subhashini. D (2016) and the research of Muhamad Saufiyudin Omar, et al (2020). In contrast to research conducted by Suharno Pawirosmarto, et al (2016) which suggested that there was no effect between job satisfaction and performance.

Another factor that is able to improve employee performance is the improvement of communication, especially leadership communication which is carried out openly and continuously, through this facility it is possible to discuss the tasks carried out as well as the problems faced by the organization, Polri personnel are social beings who in their lives and activities The organization cannot be separated from interaction, socialization, and communication. Leadership communication becomes very important, because with this subordinates will be able to express what they want and expect in their activities. in 2020 there were 90 violations including prominent cases committed by Polri personnel, the highest type of violation was a violation of absenteeism from duty as many as 41 cases, 23 cases of prisoners running away, 15 cases of drugs and 11 cases of abuse.

This shows an undeniable phenomenon that will hinder performance improvement and even have a bad impact on the implementation of the National Police's duties, namely abuse of power, discrimination in the legal field, and various other bad actions. From the data above, the impact is very clear from the lack of communication, conflicts such as being selfish and unable to cooperate with other people, being selfish, lacking enthusiasm and life feels full of pressure. It can be concluded that when formal communication, informal communication, communication processes, and forms of communication increase, employee performance will increase. When formal communication, informal communication, communication processes, and forms of communication decline, employee performance will also decrease. Communication begins with an atmosphere of mutual trust created between the communicator and the communicant.

The research of Yudiawan Markiz, et al (2017) shows the results of research that organizational communication has an effect on employee performance, and job satisfaction is a mediating variable between organizational communication and construction worker performance. Harris Kristanto and Yusuf Ronny Edward (2020), revealed that there was a significant influence between leadership style, communication, job satisfaction and employee performance, but there was an insignificant effect between communication and employee performance. Likewise in Fashiku Christopher Oluwatoyin's research (2016), entitled concluding that the leader's communication pattern significantly improves the performance of lecturers at the Kwara State College of Education. Meanwhile, Febrial, Eka and Herminingsih (2020) the results showed that organizational communication and job satisfaction had no significant effect on employee performance.

2. LITERATURE REVIEW

2.1 Definition of Management

According to Mary Parker Follett (2017: 4) Management as "the art of getting done through people". Management as the art of realizing organizational goals by using the art of leading to influence others. According to Davidson, et al in his book Said (2017: 6). Management is a set of activities to mobilize resources within the organization, namely human resources, financial resources, physical resources and information resources in order to achieve organizational goals effectively and efficiently through planning, organizing, leading and controlling organizational resources. Management according to G. R. Terry (2018: 2), namely management is a distinctive process consisting of planning, organizing, directing and controlling actions carried out to determine and achieve 18 predetermined goals through the use of human resources and other sources.

2.2 Career development

Elbadiansyah (2019: 132) states that the benefits of career development have a positive impact on organizations and employees. For organizations, career development can:

- a. Guarantee the availability of the necessary talent.
- b. Improving the organization's ability to acquire and retain qualified employees.
- c. Ensuring that minority groups and women have equal opportunities to advance their careers.

- d. Reducing employee frustration.
- e. Encouraging cultural diversity within an organization.
- f. Improve the good name of the organization.

For employees, career development will bring success, because career development is useful for being able to:

- a. Using one's potential to the fullest.
- b. Adding challenges at work.
- c. Increase autonomy.
- d. Increase responsibility

2.3 Communication

Gibson et al. (2012:241) suggests that “communication can flow from higher levels to lower levels of the organization; including management policies, instructions, and official memos”. According to Robbin (2003) interpersonal communication is classified into three types, namely oral communication, written communication, and non-verbal communication. From this simple understanding of communication, it can be said that a communication process cannot take place without the support of the following elements: sender, message, channel/media, receiver, and effect/influence. The elements above are called components or elements of communication.

2.4 Leadership

Schermerhorn (2012) Leadership is the process of influencing others and the process of facilitating individual and collective efforts to accomplish shared objectives, leadership is defined as the process of influencing others and the process of facilitating individual and group efforts to achieve common goals. Robbins (2003) Leadership is the ability to influence a group toward the achievement of goals, leadership is the ability to influence a group towards the achievement of goals. Mai and Akerson (2003) emphasize that the concept of leadership communication should include three main aspects such as what leaders say and how leaders convey things, with whom they communicate, and how leaders develop community and get to know the community. They say that leadership communication will not exist if there is no dialogue with the community. In this study, the leadership communication variable is based on Keyton (2011) quoted from Lunenburg (2010), Communication can be defined as the process of transmitting information and common understanding from one person to another. (Communication is the process of sending information and general understanding from one person to another) and its indicators consist of communicators, messages, media, communicants, feedback, effects and distractions.

2.5 Job satisfaction

According to Robbins (2015:49) job satisfaction is an evaluative statement, either to please or not to an object, individual or event. Job satisfaction is essentially a person's assessment of his work. Luthans (2002) argues that job satisfaction includes cognitive, affective, and evaluative attitude reactions to a situation. A favorable or positive reaction or attitude to a situation resulting from someone's job appraisal.

2.6 Employee Performance

According to Dharma (1986), that performance is the result achieved or something done in the form of products or services provided by a person or group of people, thus performance can be seen from two sides, namely individuals and organizations. Sutrisno (2010:172) concludes that employee performance is the result of employee

work seen in aspects of quality, quantity, working time and cooperation to achieve the goals set by the organization. Meanwhile, according to Nawawi (2006:64-65) performance is a combination of three factors consisting of knowledge, experience and personality. Performance is the level of achievement of results on the implementation of certain tasks, (Wibowo, 2007). Performance is an organization's human resource management activities to achieve organizational goals (Rivai, 2006).

So based on the overall activities carried out by the organization or company, performance consists of organizational or company performance, individual or employee performance and group performance. Employee performance contains several things, such as the existence of certain targets being achieved, having a time period in achieving targets and realizing efficiency and effectiveness.

Gibson et al, (1995) argue that employee performance is the result of work achieved by people in relation to their position in the organization. Meanwhile, according to Kast & Rosenzweig, (2007), performance includes all organizational business goals. For lower-level managers, performance is a goal that helps achieve the overall mission. For each organizational unit the task of management is to achieve performance as measured by relevant criteria.

According to Rowe & Boulgarides, (1992) stated that performance in addition to being influenced by individual commitment and ability, is also influenced by the culture of the company in which the person works. Bernardin and Russel in Sutrisno (2010:179-180) say that there are six primary performances that can be used to measure performance, namely quality, quantity, timeliness, cost effectiveness, need for supervision and interpersonal impact.

According to Deal & Kennedy, (1982) states there are 3 (three) ways that corporate culture can influence performance, namely: 1) managers and organizational members will give extraordinary attention to the organization; 2) line managers will make better decisions. Being guided by their perception of shared values, 3) everyone will work hard because they are dedicated to the result.

Attribution theory states that the determinants of employee performance can be identified by describing the attribution of a person's or individual behavior relationship by accurately relating the causes of success or of employee performance, Timpe (1999). The determinants of employee performance can be explained using an attribution theory approach which states that two basic categories of attribution are attached to an employee that will determine his performance, namely attributions that are internal or dispositional (associated with the characteristics of people), and those that are external or situational that can be related to one's environment, (Maurice, 1999). Causal attribution theory is based on the assumption that people tend to be dissatisfied with only knowing what people do but also like to find out why someone does the work. According to this causal attribution theory, accurately identifying the causes of one's performance can be done through improving individual performance.

Employee performance is determined by two factors, namely: internal and external factors of employees. Internal factors such as talent, ability, will and effort. While the external factors consist of the work environment, colleagues and leaders. Therefore, in order for individuals in the organization to have high performance, the organization must pay close attention to respecting their talents, abilities and guiding them appropriately (Simamora, 1997). There are three groups of variables that affect employee performance, namely employee individual variables, organizational variables and psychological variables (Gibson, 1987).

2.7 Hypothesis

H1. Career development has a positive and significant effect on job satisfaction in the work unit (Satker) of the Southeast Sulawesi Regional Police

H2. Leadership communication has a positive and significant effect on job satisfaction in the work unit (Satker) of the Southeast Sulawesi Regional Police

H3. Career development directly has a positive and significant effect on the performance of Polri personnel in the work unit (Satker) of the Southeast Sulawesi Regional Police

H4. Leadership communication directly has a positive and significant impact on the performance of Polri personnel in the work unit (Satker) of the Southeast Sulawesi Regional Police

H5. Job satisfaction has a positive and significant effect on the performance of Polri personnel in the work unit (Satker) of the Southeast Sulawesi Regional Police

H6. Job Satisfaction significantly mediates the effect of career development on the performance of Polri personnel in the work unit (Satker) of the Southeast Sulawesi Regional Police

H7. Job Satisfaction significantly mediates the influence of leadership communication on the performance of Polri personnel in the work unit (Satker) of the Southeast Sulawesi Regional Police.

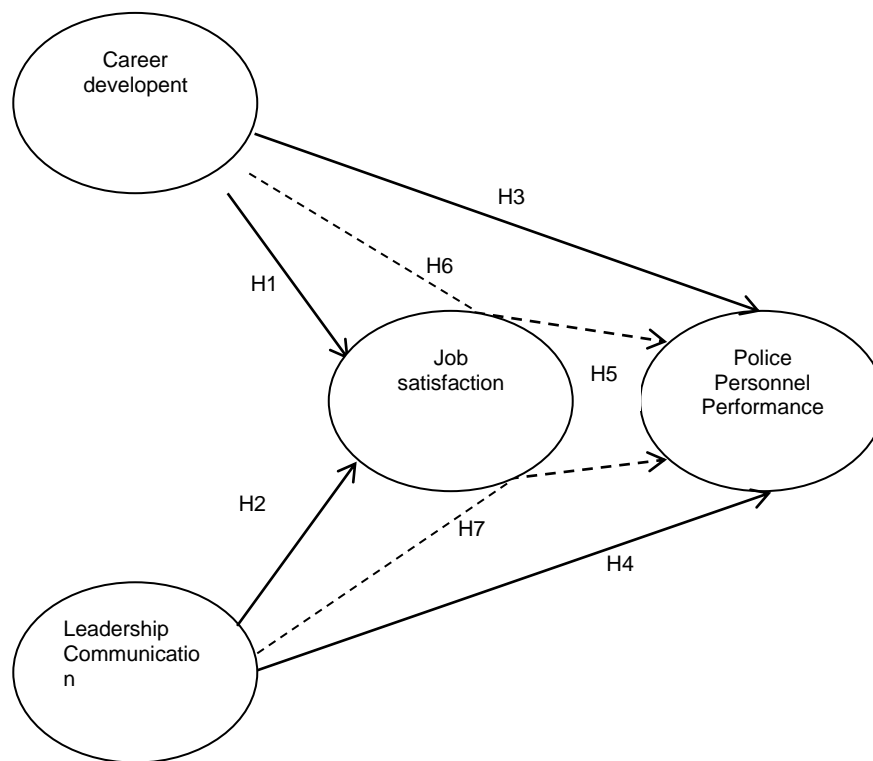


Figure 1. Conceptual Framework.

3. RESEARCH METHOD

The location of this research was carried out at the Southeast Sulawesi Regional Police. The reason for choosing the object of research on the personnel of the Southeast Sulawesi Police Headquarters Satker is because it is a researcher's work environment as well as an effort to support community demands for the perfection of Polri's performance as protectors, protectors and public servants as well as law enforcers. This type of research is quantitative research. The causal relationship formulated in this study uses a model that is not simple; the variables in the model have a recursive relationship. This form of causal relationship requires an analytical tool that is able to explain the relationship, so the inferential statistical method used in this research data analysis is Structural Equation Modeling (SEM). The population of this research is all the personnel of the National Police Satker Mapolda Sultra as many as 1,213 people consisting of 22 work units (Satker). The sample according

to Sugiyono, (2014:81) is part of the number and characteristics possessed by the population. In this study, the sample size was determined using the slovin formula (Husein Umar, 2014, 108) so the sample size in this study was 300, 81 rounded up to 301.

4. RESULTS

4.1 Evaluation of the Goodness of Fit Criteria

Testing the goodness of fit criteria in this study consisted of a suitability test, as well as a structural equation modeling assumption test. Based on the test results, further testing the feasibility of the model as follows:

Table 2. Model Feasibility Test Criteria

Goodness of fit index	Cut of value	Model Results	Information
<i>Chi Square Statistic</i>	Expected a small value	Chi Square =276,959 > 215,56 (Chi-square table)	Unwell
CMIN/DF	≤ 2,00	1,513	Fit
Probability	≥ 0,05	0,000	Unwell
CFI	≥ 0,95	0,954	Fit
TLI	≥ 0,95	0,947	Unwell
GFI	≥ 0,90	0,872	Unwell
AGFI	≥ 0,90	0,839	Unwell
RMSEA	≤ 0,08	0,053	Fit

Source: Primary data, processed 2022

Based on the results of the evaluation of the goodness of fit criteria as presented in Table 1, it shows that of the eight goodness of fit tests shown, there are only three tests that are fit, namely CMIN/DF, CFI, and RMSEA, while the other five tests are not fit. Based on these results, modification indices were then carried out as suggested in the analysis process, this is because the Chi-square value is still relatively large. This is in accordance with the purpose of the modification, namely to reduce the Chi-Square value (Santoso, 2007: 149).

Based on the suggested modifications, in this study, the relationship between errors (e); e13 with e18, e12 with e11, e5 with e14, and e3 with e10. The model obtained from the modification is as follows:

Table 3. Model Feasibility Test Criteria

Goodness of fit index	Cut of value	Model Results	Information
<i>Chi Square Statistic</i>	Expected a small value	Chi Square = 210,340 < 211,22 (Chi-square table)	Fit
CMIN/DF	≤ 2,00	1,175	Fit
Probability	≥ 0,05	0,054	Fit
CFI	≥ 0,95	0,984	Fit
TLI	≥ 0,95	0,982	Fit
GFI	≥ 0,90	0,903	Fit
AGFI	≥ 0,90	0,875	Marginal
RMSEA	≤ 0,08	0,031	Fit

Source: Primary data, processed 2022

Based on the results of the evaluation of the goodness of fit criteria as presented in Table 2, it shows that after modification, only AGFI is marginal, while the other seven goodness of fit tests are fit. Thus the model in this study is feasible, and can be continued for hypothesis testing.

5. DISCUSSION

5.1 The Effect of Career Development on Job Satisfaction

The direction of the relationship between career development and job satisfaction is known based on the resulting regression coefficient value, while the significance of the effect of career development on job satisfaction is known based on the critical ratio value or probability value generated from the test. The regression coefficient value of the influence of career development on job satisfaction is 0.257, indicating a positive or unidirectional relationship between career development variables and job satisfaction variables. While the critical ratio value is 2.404, greater than the cut off of 1.96 with a probability of 0.016, smaller than the significance level of 0.05. This means that the better the career development program, the real job satisfaction will increase. Thus the first hypothesis is declared accepted.

5.2 The Influence of Leadership Communication on Job Satisfaction

The direction of the relationship between leadership communication and job satisfaction is known based on the resulting regression coefficient value, while the significance of the influence of leadership communication on job satisfaction is known based on the critical ratio value or probability value generated from the test. The regression coefficient value of the influence of leadership communication on job satisfaction is 0.582, indicating a positive or unidirectional relationship between the leadership communication variable and the job satisfaction variable. While the critical ratio value is 4.848, greater than the cut off of 1.96 with a probability of 0.001, smaller than the significance level of 0.05. This means that the better the leadership communication, the real job satisfaction will increase. Thus the second hypothesis is declared accepted.

5.3 The Influence of Career Development on The Performance of Polri Personnel

The direction of the relationship between career development and the performance of Polri personnel is known based on the resulting regression coefficient value, while the significance of the effect of career development on the performance of Polri personnel is known based on the critical ratio value or probability value generated from the test. The regression coefficient value of the influence of career development on the performance of Polri personnel is 0.219, indicating a positive or unidirectional relationship between career development variables and Polri personnel performance variables. While the critical ratio value is 2,958, greater than the cut off of 1.96 with a probability of 0.003, smaller than the significance level of 0.05. This means that the better the career development program, the actual performance of Polri personnel will increase. Thus the third hypothesis is declared accepted.

5.4 The influence of leadership communication on the performance of Polri personnel

The direction of the relationship between leadership communication and the performance of Polri personnel is known based on the resulting regression coefficient value, while the significance of the influence of leadership communication on the performance of Polri personnel is known based on the critical ratio value or probability value generated from the test. The regression coefficient value of the influence of leadership communication on the performance of Polri personnel is 0.038, indicating a positive or unidirectional relationship between the leadership communication variable and the Polri personnel performance variable. While the critical ratio value is 0.449, smaller than the cut off of 1.96 with a probability of 0.653, greater than the significance level of 0.05. This means that the better the leadership communication, but the effect is not significant (not real). Thus the fourth hypothesis is declared rejected.

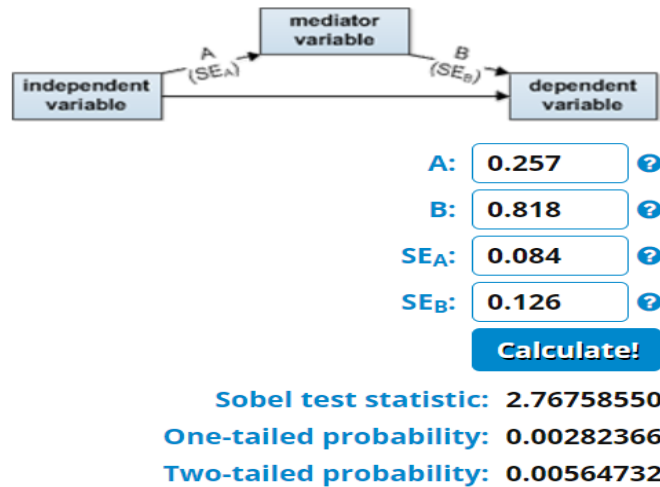
5.5 The Effect of Job Satisfaction on The Performance of Polri Personnel

The direction of the relationship between job satisfaction and the performance of Polri personnel is known based on the resulting regression coefficient value, while the significance of the effect of job satisfaction on the performance of Polri personnel is known based on the critical ratio value or probability value generated from the test. The regression coefficient value of the effect of job satisfaction on the performance of Polri personnel is 0.818,

indicating a positive or unidirectional relationship between the job satisfaction variable and the Polri personnel performance variable. While the critical ratio value is 7.004, greater than the cut off of 1.96 with a probability of 0.001, smaller than the significance level of 0.05. This means that the more satisfied Polri personnel are in their work, the real performance of Polri personnel will increase. Thus the fifth hypothesis is declared accepted.

5.6 Mediation of job satisfaction in the influence of career development on the performance of Polri personnel

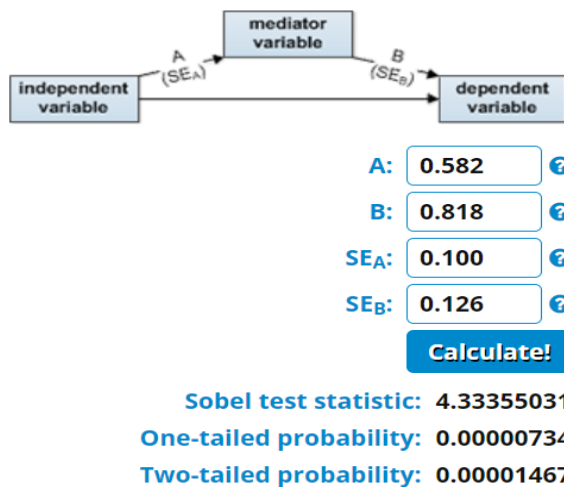
The results of testing the significance of job satisfaction in mediating the effect of career development on the performance of Polri personnel are listed in the results of the following Sobel test calculations:



Based on the value of the regression coefficient and the resulting standard error, the Sobel test value (Z-value) is 2.767, greater than the critical value (Ztable) at the 95% confidence interval, which is 1.96. Thus, the hypothesis that job satisfaction significantly mediates the effect of career development on the performance of Polri personnel, the sixth hypothesis is accepted.

5.7 Mediation of job satisfaction in the influence of leadership communication on the performance of Polri personnel

The results of testing the significance of job satisfaction in mediating the influence of leadership communication on the performance of Polri personnel are listed in the results of the following Sobel test calculations:



Based on the value of the regression coefficient and the resulting standard error, the Sobel test value (Z-value) is 4.333, which is greater than the critical value (Z_{table}) at the 95% confidence interval, which is 1.96. Thus, the hypothesis that job satisfaction significantly mediates the effect of leadership communication on the performance of Polri personnel, the seventh hypothesis is accepted.

Based on the results of the discussion that has been stated, this study provides several findings, namely: 1. The results of research findings that partially career development and leadership communication have a positive and significant effect on job satisfaction, the conditions that occur in this study are different from previous studies that research on job satisfaction. This implies that these two variables will determine the job satisfaction felt by Polri personnel at the Satker Mapolda Sultra. These results are reinforced by empirical evidence conducted by Yoan Purnama and M. Ali Iqbal, M.Sc (2020) who found that career development has a positive and significant effect on job satisfaction. January Wau and Purwanto (2021) stated that job satisfaction has a positive effect on job satisfaction. While career development and job satisfaction has a positive and significant impact on the performance of Polri personnel in the Satker environment of the Southeast Sulawesi Regional Police. This illustrates that the factors of career development and job satisfaction, greatly determine the improvement of the performance of Polri personnel in the Polri organization, 3. The research findings show that the factors that affect the performance of Polri personnel are factors such as career development, leadership communication and satisfaction. work contributes to improving the performance of Polri personnel in the Satker environment of the Regional Police to achieve the goals of the Polri organization. These findings are reinforced by empirical studies conducted by January Wau and Purwanto (2021), Yoan Purnama and M. Ali Iqbal, M.Sc (2020), Cuong Nguyen and An Duong (2020), Worlu Okechukwu (2017), revealing that career development has a positive and significant effect on performance. Sila Nirmala (2020) states that between leadership communication and employee performance there is a significant positive influence relationship. January Wau and Purwanto (2021) revealed that job satisfaction has a positive and significant effect on performance. This study contradicts previous research by Yoan Purnama and M. Ali Iqbal, M. Sc (2020) which revealed that there was no influence between job satisfaction and performance.

CONCLUSION

Based on the results of research and discussion, the following conclusions can be drawn: 1. Career development has a positive and significant effect on job satisfaction of Polri personnel at the Satker Mapolda Sultra. This means that changes in career development towards a better direction have a significant effect on job satisfaction of Polri personnel at the Satker Mapolda Sultra, 2. Leadership communication has a positive and significant effect on job satisfaction of Polri personnel at the Satker Mapolda Sultra. This means that changes in leadership communication towards a better direction have a significant effect on the job satisfaction of Polri personnel at the Satker Mapolda Sultra, 3. Career development has a positive and significant effect on the performance of Polri personnel at the Satker Mapolda Sultra. This means that changes in career development towards a better direction have a significant effect on the performance of Polri personnel at the Satker Mapolda Sultra, 4. Leadership communication has a positive but not significant effect on the performance of Polri personnel at the Satker Mapolda Sultra. This means that the change in leadership communication towards a better direction but the effect is not significant (not real) on the performance of Polri personnel at the Satker Mapolda Sultra, 5. Job satisfaction has a positive and significant effect on the performance of Polri personnel. This means that high job satisfaction will have a significant effect on the performance of Polri personnel at the Satker Mapolda Sultra, 6. Job satisfaction plays a role as a mediating variable in influencing the relationship of career development to the performance of Polri personnel in the work unit at the Southeast Sulawesi Police Headquarters and 7. Job satisfaction plays a role as a mediating variable in influencing the relationship of leadership communication to the performance of Polri personnel in the Work Unit at the Southeast Sulawesi Regional Police Headquarters.

The accuracy and precision of the model is only limited to these four variables. Meanwhile, there are still many factors that determine the increase in performance variables. Further researchers are advised to add variables in their research such as employee placement variables, according to Hasibuan (2005: 202) "Placement is felt to be very important because if an employee is placed in the right place and position automatically work passion, work

mentality, job satisfaction and performance will achieve optimal results and communication model variables. As well as using other variables as intervening variables in influencing performance.

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