

**PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN  
PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN  
DENGAN KEPUASAN KERJA SEBAGAI VARIABEL MEDIASI**

(Studi pada Pegawai Negeri Sipil (PNS) Kantor ATR/BPN Kota Administrasi  
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**ABSTRAK**

Human resources are very important in supporting the operational activities of an organization. This is important because the success of an organization is determined based on the quality and performance of its human resources. Therefore, to realize its goals, organizations need to pay attention to how to manage and develop human resources so that employees have high performance. This study examines the effect of Transformational Leadership Style and Career Development on Employee Performance Mediated by Job Satisfaction in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City. This study is a quantitative study with a sampling method used in this study is proportional stratified random, and the sample used is 51 respondents. The research variable data is processed using Smart PLS software. The analysis methods used include validity and reliability tests, descriptive statistical analysis, Outer Model analysis, and Inner Model Analysis. Transformational leadership style has a significant positive effect on employee performance in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City, transformational leadership style has a significant positive effect on job satisfaction in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City, transformational leadership style has a significant positive effect on employee performance mediated by job satisfaction in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City, career development has a significant positive effect on employee performance in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City, career development has a significant positive effect on job satisfaction in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City, career development has a significant positive effect on employee performance mediated by job satisfaction in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City, transformational leadership style and career development have a significant positive effect on employee performance mediated by job satisfaction in Civil Servants (PNS) at the ATR/BPN Office of North Jakarta City.

**Keywords:** *Transformational Leadership Style, Career Development, Job Satisfaction, and Employee Performance*