

The Influence Of Leadership And Communication On Organizational Performance Through Job Satisfaction At SD Luqman Al Hakim Surabaya

Gunarto Wardono^{1*}, Sutomo², Sari Handayani³, Ahmad Zainuddin⁴, Trenggono Sumunu⁵

^{1*-5}Master of Management Study Program, Sekolah Tinggi Ilmu Ekonomi Artha Bodhi Iswara, Indonesia

Email: ^{1*)} gun.wardono@gmail.com

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Abstract

This study aims to analyze the influence of leadership and communication on employee performance with job satisfaction as a mediating variable at SD Luqman Al Hakim Surabaya. In particular, this study examines: (1) the influence of leadership on employee performance, (2) the influence of communication on employee performance, (3) the influence of leadership on employee performance through job satisfaction, and (4) the influence of communication on employee performance through job satisfaction. The research population is all employees of SD Luqman Al Hakim Surabaya, with a sample of 100 respondents determined through simple random sampling techniques. Data analysis was carried out using the Partial Least Square (PLS) approach with the help of SmartPLS 4.0 software. The results of the study show that leadership has a positive and significant effect on employee performance, as well as communication has a positive and significant influence on employee performance. In addition, job satisfaction has been shown to significantly mediate the relationship between leadership and employee performance, as well as communication with employee performance. Thus, job satisfaction has an important role in strengthening the influence of leadership and communication on improving employee performance at SD Luqman Al Hakim Surabaya.

Keywords: Leadership, Communication, Job Satisfaction, Employee Performance, SEM-PLS.

1. Introduction

Organizational performance is an important indicator in measuring the success of educational institutions, especially at the elementary school level, where the responsibilities include the character, intellectual, and social education of students. According to Robbins and Judge (2018), organizational performance is not only measured by quantitative output but also by the ability of institutions to adapt and meet stakeholder expectations. In the context of schools, this includes the quality of learning, inclusivity of the school environment, teacher-staff-parent participation, and synergy between schools and communities. As a key internal element, leadership is highlighted as a central factor. School leaders play the role not only as administrators, but as agents of change who have vision, inspire, and build a supportive work climate (Northouse, 2019). Similarly, open and two-way organizational communication is an important mechanism for improving coordination, accelerating problem-solving, and minimizing internal conflicts. However, the success of leadership and communication in



improving organizational performance will be more optimal if it is accompanied by high job satisfaction from employees. Job satisfaction reflects the extent to which the job meets an individual's personal needs, expectations, and values. Satisfied teachers and education staff are more likely to show loyalty, a high work ethic, and commitment to the institution. Previous research has shown that leadership and communication have a positive influence on job satisfaction, which in turn impacts organizational performance. Found that authentic and participatory leadership styles and effective communication significantly improved job satisfaction and employee engagement in family companies in Peru. Other studies have also reported significant relationships between leadership style, managers' communication patterns, job satisfaction, and employee performance. In this study, the manager is the leader or principal. (Lunenburg, 2010) (Ramirez-Lozano et al., 2023) (Marhouni & Pali, 2025)

In a broader theoretical framework, job satisfaction can act as a mediating variable that bridges the influence between leadership and communication on organizational performance. This means that the success of leadership and communication in improving organizational performance will be more optimal if employees feel satisfied in carrying out their duties. Job satisfaction acts as a catalyst that reinforces the positive effects of a good work environment on organizational output and outcomes. Therefore, it is important for educational institutions to not only focus on structural and administrative aspects, but also pay attention to the psychological and emotional aspects of their employees. Considering the real conditions at SD Luqman Al Hakim Surabaya, a private Islamic educational institution under the auspices of the Hidayatullah Islamic Boarding School Foundation, there are 105 educators and education staff and 603 students, the managerial challenges are increasingly complex. Preliminary observations showed that 63% of teachers felt that the principal did not involve them in decision-making, inter-departmental communication was considered not optimal by 70% of respondents, and 61% stated that the workload was not balanced by adequate compensation or facilities, all referred to the potential for low job satisfaction and thus decreased organizational performance (internal school data). Given this, this study aims to determine the influence of leadership and communication on employee performance at SD Luqman Al Hakim Surabaya, as well as analyze whether job satisfaction plays a role as a mediating variable in these relationships. The results of the research are expected to provide theoretical benefits in the form of enriching the literature on education management and practicality as a basis for school management in formulating more effective leadership, communication, and human resource management strategies to achieve optimal employee and organizational performance.

Based on this background, several research questions emerged that became the basis for the implementation of this study. This study seeks to find out the extent to which leadership and communication affect the performance of employees at SD Luqman Al Hakim Surabaya, both directly and indirectly through job satisfaction. Thus, the focus of the research is directed at the analysis of the relationship between leadership and communication to improve organizational performance by considering job satisfaction as a mediating variable that strengthens the relationship between these variables. The purpose of this study is to analyze the influence of leadership and communication on employee performance at SD Luqman Al Hakim Surabaya, both directly and through job satisfaction. This research is expected to provide a more comprehensive understanding of how leadership styles and internal communication patterns contribute to increasing organizational effectiveness and employee welfare. Thus, the results of this study not only make a theoretical contribution to the development of education management studies but also have practical benefits in strengthening the managerial system and quality of educational services in the school

environment. In addition to making an academic contribution, this research also has several important benefits. For the researcher, the results of this research are a learning forum to integrate theory and practice in the field and add empirical experience in the field of human resource management. For universities, this research can enrich scientific treasures and become an additional reference on the influence of leadership, communication, and job satisfaction on employee performance. For science, the results of this research are expected to expand conceptual understanding in the field of educational organizational management, especially those related to employee behavior dynamics. Meanwhile, for the school, the results of this study can be used as a basis for strategic decision-making and more effective policy development to increase employee motivation, satisfaction, and work productivity.

2. Literature Review

2.1. Leadership

Leadership is a crucial aspect in the success of an organization, including educational institutions, because it determines the direction, motivation, and involvement of all members in achieving common goals. A leader not only plays a role as a decision-maker, but also as a driver who is able to foster enthusiasm, influence behavior, and build effective communication in the work environment (Simarmata et al., 2021; Kartono, 2019). Leadership is seen as a process of interaction between leaders and followers, in which the two influence each other to achieve the expected results (Locander et al., 2020; Lok & Crawford, 2021). As the theory develops, the view of leadership shifts from being innate to behavioral and situational, asserting that leadership skills can be developed through experience and training (Humphreys, 2020; Liu et al., 2021). Transformational and transactional leadership models are now widely used because they emphasize the aspects of motivation, inspiration, and positive reciprocal relationships between leaders and organizational members, which have been shown to affect performance improvement, especially in the context of educational organizations (Yammarino et al., 2021; Ogbonna & Harris, 2020).

2.2. Communication

Communication is a fundamental aspect of human social life that is the basis for establishing relationships, cooperation, and achieving common goals. In an organizational context, communication plays an important role in creating mutual understanding, strengthening relationships between individuals, and increasing work effectiveness. (Syamsudin and Firmansyah, 2019) explained that communication is the process of conveying messages or information between two or more parties clearly and efficiently to create understanding. (Rinawati, 2019) emphasized that the essence of communication lies in the creation of a common understanding (*communis*) between the sender and recipient of the message, while (Asri, 2019) added that communication can be verbal or nonverbal, which reflects a person's ideas and emotions. In organizations, interpersonal communication is an important focus because it allows for direct exchange of information, feedback, and emotional support between leaders and team members, thereby strengthening mutual trust and increasing job satisfaction (Muliyati, 2023; Gandung, 2021). Effective communication consists of several indicators, as stated by Devito (in Wedana, 2022), namely openness in sharing information, attention to others, emotional and motivational support, positive attitudes in interactions, and common values and views between individuals. These five aspects contribute to the creation of harmonious communication, build trust, and support productive collaboration in the work environment.

2.3. Job Satisfaction

Job satisfaction is an emotional state that reflects an individual's feelings towards his or her job, both in aspects that support and disapprove of him. (Mangkunegara, 2020) explained that job satisfaction arises from feelings related to work, such as salary, relationships between employees, career opportunities, and personal conditions such as health and education. (Martoyo, 2020) added that job satisfaction occurs when the value of the reward received by employees is in accordance with their expectations, while (Sopiah, 2021) emphasized that job satisfaction is an emotional response to work conditions that arise after individuals compare the expected work results with the reality received. The difference in satisfaction levels between employees occurs due to differences in the needs, expectations, and conditions of each individual. Various theories explain the factors that shape job satisfaction, including balance theory, difference theory, needs fulfillment theory, reference group theory, Herzberg's two-factor theory, and Vroom's expectation theory, all of which highlight the importance of compatibility between individual expectations and work reality (Mangkunegara, 2020). According to Luthans in (Novita, 2019), job satisfaction can be measured through several main indicators, namely satisfaction with the job itself, salary or wages received, promotion opportunities, supervision style, relationships with colleagues, and supportive working conditions. If these factors are met properly, employees will feel satisfied, motivated, and tend to show more optimal performance.

2.4. Performance

Performance basically reflects the results of a person's work, both in quality and quantity, in accordance with the responsibilities carried out. (Mangkunegara, 2020) explained that performance or job performance is the actual achievement achieved by employees in carrying out their duties, while (Widyaningrum, 2021) emphasized that performance is not only measured by individual results, but also includes the contribution of groups and organizations as a whole. Performance measurement generally involves two stages, namely the identification of dimensions and performance standards, which include the quantity of results, the quality of work, and the timeliness of task completion. Koontz and Henry in (Widyaningrum, 2021) put forward six main criteria that can be used to assess performance, namely quality, quantity, timeliness, cost efficiency, supervision needs, and interpersonal impact. In addition, performance indicators serve as a tool to measure the achievement of organizational goals that help clarify targets, prevent misunderstandings, and become the basis for analysis and evaluation of work results. Megginson in (Mangkunegara, 2020) views performance appraisal as a systematic process to ensure the extent to which employees carry out their work according to expectations, while Sikula in (Mangkunegara, 2020) defines it as a systematic evaluation of employees' work potential and achievements. The main objectives of performance appraisal include determining promotions, salary adjustments, providing feedback for employee development, and assisting with career planning. The process generally includes three stages, namely assigning tasks and work standards, assessing actual results, and providing feedback for performance improvement. Furthermore, (Sihombing, 2021) identified six important indicators that reflect employee performance, namely work quality, quantity of results, timeliness, effectiveness of resource use, independence in carrying out tasks, and commitment to the organization. In the context of this study, the six indicators are used thoroughly because they are considered the most relevant to conditions in the field and can comprehensively describe employee performance.

2.5. The Influence of Leadership on Performance

Leadership is an important factor that determines the success of organizations, including educational institutions, because it is not only related to managerial skills but also to the leader's ability to influence, guide, and direct their subordinates to achieve common goals. According to (Mangkunegara, 2020), leadership reflects the way a leader builds interaction with their employees to foster work motivation, form a positive culture, and create job satisfaction. Effective leaders are able to create a conducive work environment, provide space for participation, and appreciate the contributions of each member, thus having implications for improving employee performance. (Effendi and Azhar, 2021) emphasized that leaders are considered successful if they can have a real influence on improving the performance of their subordinates. These findings are in line with (Prasetyani's, 2023) research, which shows that a well-implemented leadership style has a positive and significant effect on employee performance. (Kleeff et al., 2024) and (Al-Amin and Utami, 2021) also revealed that communicative and participatory leadership behavior increases employee engagement and loyalty, which contributes to organizational effectiveness. Similar results were shown by (Kustya and Nugraheni, 2020) and (Astuti and Puji, 2020), who emphasized that an open and empathetic leadership style is more effective than an authoritarian style because it is able to foster collaboration and work motivation. In the context of SD Luqman Al Hakim Surabaya, the principal plays an important role as a learning leader who not only functions as an administrative manager but also as a source of inspiration for teachers and staff. Leadership that is carried out well will create a harmonious work climate, increase enthusiasm, and strengthen cooperation between members of the organization, so that it has a direct impact on improving the overall performance of the school.

2.6. The Influence of Communication on Performance

Communication plays an important role in ensuring the effectiveness and sustainability of the organization because it is not just a process of conveying messages, but is a strategic means that connects individuals, between teams, and between work units to achieve common goals. Good communication is able to foster harmonious understanding, reduce conflicts, and speed up the organizational decision-making process. (Saragih, 2020) emphasized that communication has a positive effect on employee performance, because the delivery of clear and timely information allows employees to work more efficiently and productively. The same thing was conveyed by (Basuni, 2021), who found that communication has a partial but significant influence on performance, because two-way communication between leaders and subordinates encourages the creation of harmonious and trusting working relationships. Furthermore, (Handayani et al., 2022) explained that communication functions as a tool to convey ideas, ideas, and instructions that are able to move individuals to act according to the direction of the organization. An effective communication process is the key to equalizing perceptions, conveying policies, and solving problems collaboratively. On the other hand, disruptions in communication can cause misunderstandings, lower morale, and hinder the achievement of targets. In the context of education, especially at SD Luqman Al Hakim Surabaya, open communication between principals, teachers, and staff is very important to strengthen cooperation, accelerate the implementation of school programs, and improve overall organizational performance.

2.7. The Influence of Leadership on Employee Performance through Job Satisfaction

Leadership has a very important role in improving employee performance through the creation of a conducive and satisfying work environment. In organizations, both business and education, the success of achieving goals is greatly influenced by the ability of leaders to build sustainable job satisfaction. According to (Mangkuprawira, 2019), leadership is a strategic factor that determines the sustainability of the organization because leaders who are able to build good interpersonal relationships, give clear directions, and create a positive work climate will foster employee job satisfaction. Employees who feel valued and involved in the work process tend to show higher commitment and productivity. Research by (Pawirosumarto et al., 2022) shows that leadership has a significant effect on performance through job satisfaction as a mediating variable, which means that the influence of leadership is not only direct but also indirect through increasing job satisfaction. The same thing was expressed by Pio (2022) and (Alwali and Alwali, 2022) who found that job satisfaction is an important link between leadership style and employee work outcomes, where leaders who are caring, communicative, and supportive will create higher levels of satisfaction. Meanwhile, (Sari et al., 2022) added that participatory and transformational leadership styles are able to improve performance through increased job satisfaction because they focus on empathy, openness, and the development of individual potential. (Deccasari, 2020) also emphasized that job satisfaction is not only an intermediate variable between leadership and performance, but also bridges the relationship between work culture and employee work results. Furthermore, the findings of (Pramujo and Suhana, 2024) strengthen this view by showing that an effective leadership style must pay attention to psychological aspects and employee welfare in order to achieve optimal performance. Thus, job satisfaction-oriented leadership is an important key in improving overall employee performance.

2.8. The Influence of Communication on Employee Performance through Job Satisfaction

Communication in the organization not only functions as a medium for conveying information, but also plays an important role in shaping the psychological and emotional conditions of employees that affect their job satisfaction and performance. When communication goes well, an open, harmonious, and mutually supportive work atmosphere is created, which encourages job satisfaction and has a positive impact on employee and organizational performance. Arsyad and Anitra (2021) explained that interpersonal communication has a positive effect on performance and job satisfaction, where effective communication is able to strengthen social relationships and increase work motivation. Similar results were put forward by (Burhan et al., 2022) who emphasized that open communication creates a sense of appreciation and involvement, thereby fostering job satisfaction, which ultimately has an impact on employee loyalty and responsibility. In addition, (Arianto et al., 2020) found that job satisfaction significantly mediates the relationship between communication and performance, which means communication not only improves performance directly, but also indirectly through increased job satisfaction. In the context of education, such as SD Luqman Al Hakim Surabaya, effective communication between principals, teachers, and staff has an important role in building work synergy, creating comfort, and strengthening healthy professional relationships. Therefore, good communication is not only a technical means of conveying information, but also a psychological foundation that strengthens job satisfaction and improves employee performance on an ongoing basis.

2.9. Conceptual Framework and Hypothesis

The relationship between the variables from the previous description can be seen in the conceptual framework in Figure 1.

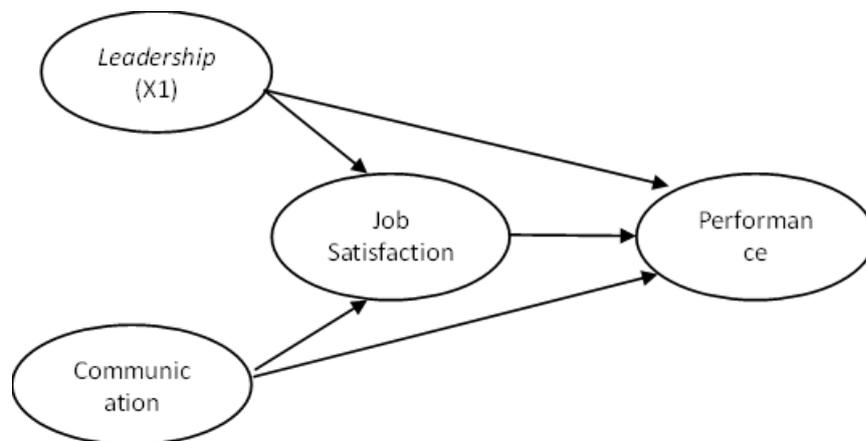


Figure 1. Conceptual Framework

Research Hypothesis

In accordance with the variables to be studied and the results of the literature review, the hypotheses that will be proposed in this study are:

- H1: Leadership has a positive effect on employee performance.
- H2: Communication has a significant positive effect on employee performance.
- H3 Leadership has a significant positive effect on employee performance through job satisfaction.
- H4: Communication has a significant positive effect on employee performance through job satisfaction.

3. Methods

This study uses a quantitative approach with a survey method, where data is obtained through the distribution of questionnaires to respondents selected from the study population. The type of research used is explanatory research, which is research that aims to explain the relationship between variables and test hypotheses that have been formulated previously (Singarimbun, 2019). The focus of this study is to analyze the influence of leadership and communication on employee performance with job satisfaction as a mediating variable. The research variables consisted of Leadership (X1), Communication (X2), Job Satisfaction (X3), and Employee Performance (Y). The Leadership Variable (X1) is measured by five indicators, namely: leaders can make quick and accurate decisions, provide work encouragement, convey clear directions, manage and direct subordinates well, and remain calm in the face of pressure. The Communication Variable (X2) is measured through indicators: ease of obtaining work information, equitable distribution of information, clarity and focus of the message received, and timeliness of information (Devito in Wedana, 2022). The Job Satisfaction Variable (X3) refers to indicators: salary suitability with responsibilities, enjoyment in carrying out duties, fair attitude of superiors, good relations with colleagues, and clear promotion opportunities (Martoyo, 2020). Meanwhile, the Employee Performance variable (Y) is measured through indicators: achievement of quantity targets, quality of work according to standards, timeliness of task completion, ability to work independently, and high responsibility (Sihombing, 2021).

To measure each indicator, the Likert Scale is used with five levels of answers, namely never (1), rarely (2), frequent (3), very often (4), and always (5) (Sugiyono, 2019). This scale

allows researchers to assess the extent to which respondents agree or experience each statement submitted, so that the data obtained can be processed quantitatively to describe respondents' perceptions, attitudes, and experiences of the phenomenon being studied. The research population includes all employees of SD Luqman Al Hakim Surabaya, as many as 603 people, consisting of educators and education staff. The sampling technique uses simple random sampling, where each member of the population has an equal chance of being selected. Based on the Slovin formula with an error rate of 10%, 85.77 were obtained, which were rounded up to 100 respondents (Hendryadi et al., 2019) (Table 1). This number is considered representative enough to describe the condition of the population.

Table 1. Respondent Identity by Gender

Gender	Sum	Percentage (%)
Man	55	55
Woman	45	45
Total	100	100,00%

Source: data processed, 2025

In addition to the identity of the respondents, there are descriptions of respondents based on education and age group. The majority of respondents had a S1 education of 65 people (65%), followed by S2 as many as 30 people (30%) and D3 as many as 5 people, indicating that most employees have adequate academic qualifications to support professional performance. Meanwhile, based on the largest age group, 44 people (44%) were 31-40 years old, followed by 32 people (32%) at 41-50 years old, and 21-30 years old and over 50 years old at 12 people (12%). This composition reflects the balance between energetic young employees and experienced employees in the organization. Data collection of respondents was collected through questionnaires, interviews, observations, and documentation. Questionnaires are used as the main instruments, while interviews and observations serve to enrich primary data with more in-depth field information. Data analysis was carried out using Partial Least Square (PLS) with the help of SmartPLS 4.0, as this method can test the relationship between latent variables simultaneously. Model evaluation is carried out through the outer model (for the validity and reliability of the indicator) and the inner model (for the relationship between variables). The hypothesis test was carried out by looking at the T-statistical value ≥ 1.96 and the p-value < 0.05 , which showed a significant influence between variables in the research model (Ghazali & Latan, 2019).

4. Results and Discussion

4.1. Description of Research Results

Table 2. Frequency of Answers Regarding Leadership

Yes	Statement	Answer Score					Mean
		1	2	3	4	5	
1	My leadership is able to make decisions quickly and precisely.	-	1	15	40	39	4,44
2	My leaders often give me encouragement so that I am more enthusiastic in my work.	-	1	7	41	46	4,10
3	My leadership is able to convey work directions clearly and easily understandable.	-	3	13	42	37	4,49
4	My leader is able to manage and direct the performance of his subordinates well	1	5	20	38	36	4,22

5	My leadership stays calm when faced with pressure or problems at work	2	4	15	40	39	4.21
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Source: Data Processed, 2025

The leadership indicator with the highest average score is the statement that the leader can provide clear and easy-to-understand work directions, with a mean score of 4.49. This reflects that most employees consider the leadership at SD Luqman Al Hakim Surabaya to be effective in delivering instructions, thus helping the smooth implementation of duties. Clarity of direction from the leader plays an important role in increasing focus, efficiency, and reducing work errors. In addition, good communication skills between leaders and subordinates help create a harmonious and productive work environment, which in the end is an important factor in supporting the success of the educational organization.

4.2. Descriptive of Communication Variables (X2)

Table 3. Frequency of Answers Regarding Communication

Yes	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	I can easily access the information I need to get the job done.	-	1	15	42	37	4.40	0.821
2	I can easily access the information I need to get the job done	-	-	5	40	50	4.26	0.615
3	Important information is conveyed equally to all employees	-	1	7	41	46	4.10	0.816
4	The information I received was not excessive, and I stayed focused on what was important	-		1	30	54	4.32	0.694
5	The information I receive is always on time and rarely late.	-	6	17	40	32	4.32	0.696

Source: Data Processed

Based on the results of the analysis, the communication indicator with the highest average value is the statement that employees can easily access the information needed to complete the work, with a mean score of 4.40 and a loading factor of 0.821. These findings show that most respondents consider that access to information at SD Luqman Al Hakim Surabaya has gone well, making it easier to carry out tasks. The availability of fast and easily accessible information facilitates coordination between employees, increases understanding of work responsibilities, and supports the creation of effective communication in the school environment. Thus, easy access to information is an important element in supporting efficiency and improving employee performance.

4.3. Descriptive of Job Satisfaction Variable (Z)

Table 4. Frequency of Answer Results Regarding Job Satisfaction

Yes	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	I feel that the salary I receive is in accordance with my job responsibilities.	-	-	-	55	33	4.43	0.738
2	I enjoy the duties and responsibilities given to me..	-	-	3	50	32	4.55	0.686

3	My boss showed a fair attitude towards all employees.	-	-	1	30	5	4.32	0.694
4	I have a good working relationship with my colleagues.	1	2	10	40	4	4.27	0.710
5	I feel there is a clear opportunity for promotion in my workplace	5	10	20	40	2	3.70	0.680

Source: Data Processed

Based on the results in Table 4, the indicator of job satisfaction with the highest average score is the statement that employees enjoy the tasks and responsibilities given, with a mean score of 4.55 and a loading factor of 0.686. These findings show that most of the employees of SD Luqman Al Hakim Surabaya are satisfied and have high intrinsic motivation in carrying out their work. This satisfaction creates a positive work atmosphere, increases enthusiasm and dedication, and encourages loyalty to the organization. Thus, a sense of enjoyment of work is a key factor in strengthening employee performance and productivity as a whole.

4.4. Descriptive of Employee Performance Variables (Y)

Table 5. Frequency of Answer Results Regarding Employee Performance

Yes	Statement	Answer Score					Mean	Factor Loading
		1	2	3	4	5		
1	I always achieve the quantity target set by SD Al Hikmah	-			42	5	4.68	0.808
2	I always work according to the quality standards set by SD Al Hikmah	-	3	13	42	3	4.49	0.793
3	You are always on time to complete the work given	-	6	7	50	3	4.45	0.696
4	I have the ability to work independently with minimal help from others	-	-	4	36	5	4.36	0.780
5	I work with great responsibility	-	-	4	36	5	4.36	0.780

Source: Data Processed

Based on Table 5, the employee performance indicator with the highest average score is the statement that employees always achieve the quantity target set by the school, with a mean score of 4.68 and a loading factor of 0.808. These results show that the majority of SD Al Hikmah employees have high commitment and discipline in meeting the set work targets. Consistency in achieving these targets reflects optimal performance that directly contributes to increasing the productivity and effectiveness of the institution. Thus, the ability of employees to achieve the quantity target is a reflection of the success of the organization in maintaining the quality and performance of education in a sustainable manner.

4.5. Data Analysis

a) Model PLS

Based on the output results of the PLS model (figure 2), it can be known that the factor loading value of each indicator located above the arrow between the variable and the indicator, it can also be seen that the magnitude of the path coefficients (path coefficients) that are above the arrow line between the exogenous variables, namely the employee performance variable, while the mediating variable in this study is the average job satisfaction of the endogenous variable, namely Leadership, Communication.

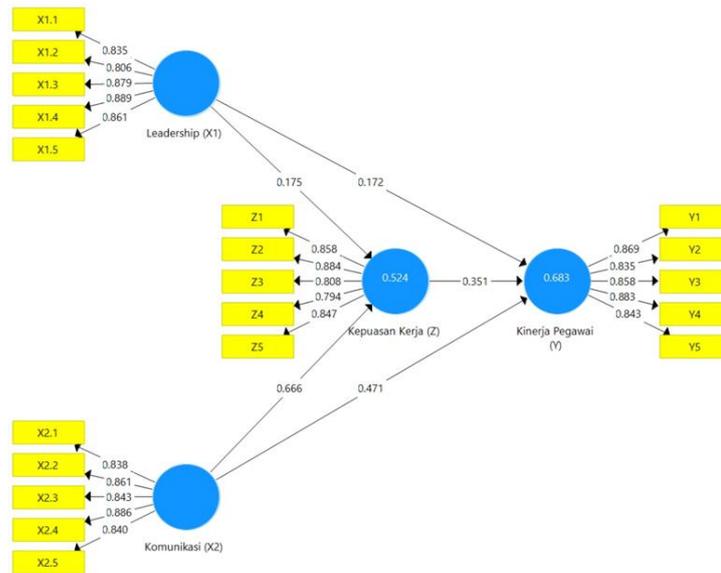


Figure 2. Measurement model results

b) Validity Test (outer model)

Based on the estimated results in the Outer Loading Table, all indicators are declared valid because they have a loading factor value of 0.50 or more. This shows that each indicator is able to adequately represent latent variables so that the measurement model is worthy of further analysis. Furthermore, convergent validity testing is also carried out through the Average Variance Extracted (AVE) value, which describes how much the variance of the indicator can be explained by the latent variable. The recommended AVE value is at least 0.50, so if the results meet these criteria, then the model can be said to have good convergent validity.

Table 6. Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Job Satisfaction (Z)	0,713
Employee Performance (Y)	0,864
Communication (X2)	0,744
Leadership (X1)	0,887

Source: Processed Data (2025)

The test results with an AVE value show that all constructs have potential validity for further testing. This is because the AVE value of the entire construct has been greater than 0.50

c) Reliability Test

Construct reliability is measured by the value of composite reliability. If the composite reliability value is above 0.70, then the indicator is said to be consistent in measuring the latent variable. The test results showed that the constructs (variables) of the study, namely Leadership, Communication, Job Satisfaction, and Employee Performance, had a composite reliability value greater than 0.7. So it is reliable and shown in the following table.

Table 7. Data Reliability

	Cronbach's Alpha	rho_A	Composite Reliability
Job Satisfaction (Z)	0,778	0,791	0,832
Employee Performance (Y)	0,744	0,757	0,814
Communication (X2)	0,813	0,833	0,856

Leadership (X1)	0,771	0,794	0,827
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Source: Data Processed, 2025

d) Structural Model Testing (Inner Model)

The results of the analysis showed that the Job Satisfaction variable (Z) had an R² value of 0.524, which means that the Leadership and Communication variables together were able to explain 52.4% of the variation in Job Satisfaction, while the remaining 47.6% was influenced by other factors outside the research model or by measurement errors. These findings show that although these two variables have a significant influence, there are still other external factors that also affect the level of employee job satisfaction. Meanwhile, the Employee Performance variable (Y) has an R² value of 0.683, which indicates that Leadership, Communication, and Job Satisfaction are simultaneously able to explain 68.3% of the variation in employee performance, and the remaining 31.7% is explained by other factors outside the model. This R² value shows that the research model has a strong explanatory power in describing the influence of the three variables on the improvement of employee performance at SD Luqman Al Hakim Surabaya.

e) Result of Inner Weights

To provide a clearer picture of the influence of Leadership and Communication on Employee Performance, both directly and through Job Satisfaction as a mediating variable, the results of PLS estimation are presented in Table 4.14 below. This table shows the Original Sample, Sample Mean, Standard Deviation, T Statistics, and p-value values for each of the relationship paths between variables.

Table 8. Results of Inner Weights

Types of Influences	Relationships Between Variables	Original Sample (O)	Sample Mean (M)	STDEV	T Statistics	P Values
Direct Effect	Leadership (X1) → Employee Performance (Y)	0,172	0,171	0,064	2,670	0,008
	Communication (X2) → Employee Performance (Y)	0,471	0,465	0,107	4,415	0,000
Indirect Effect	Leadership (X1) → Job Satisfaction (Z) → Employee Performance (Y)	0,224	0,215	0,063	3,522	0,000
	Communication (X2) → Job Satisfaction (Z) → Employee Performance (Y)	0,234	0,239	0,073	3,205	0,001

Source: Data Processed, 2025

Based on Table 8, both Leadership (X1) and Communication (X2) have a positive and significant effect on Employee Performance (Y) directly or through the mediation variable of Job Satisfaction (Z). Leadership had a direct effect with a T Statistics of 2.670 and a p-value of 0.008, while direct communication had with T Statistics of 4.415 and a p-value of 0.000. Indirectly through job satisfaction, Leadership has a T-statistic of 3.522 (p-value 0.000) and Communication 3.205 (p-value 0.001), indicating that job satisfaction strengthens the relationship between leadership and communication with employee performance. These results confirm the importance of effective leadership and good communication in improving performance through increased job satisfaction.

4.6. Discussion

4.6.1. The Influence of Leadership on Employee Performance

The results of the study show that leadership has a positive and significant effect on the performance of employees of SD Luqman Al Hakim Surabaya, where effective leadership is able to create a clear work direction, motivate employees, and foster a collaborative culture in the school environment. The visionary and transformative leadership of school principals has proven to be instrumental in implementing various excellent programs, such as the self-sharing curriculum, the Adiwiyata School, and the formation of Qur'anic character, which supports the improvement of the quality of education. Communicative and participatory leaders encourage the involvement of all school components and strengthen the sense of belonging to the institution, thus having an impact on increasing productivity and employee performance. These findings are in line with the research of (Kleeff et al., 2024), (Al-Amin and Utami, 2021), and (Kustya and Nugraheni, 2020) which affirm that leadership quality has a direct effect on organizational performance. In addition, according to (Astuti and Puji, 2020), participatory and empathetic leadership styles produce better performance than authoritarian styles. Thus, strong and inclusive leadership is a key factor in building a superior and sustainable educational organization.

4.6.2. The Influence of Communication on Employee Performance

The results of the study show that communication has a positive and significant effect on the performance of employees of SD Luqman Al Hakim Surabaya, where effective communication is able to create a productive, harmonious, and collaborative work environment. Two-way communication between leaders, teachers, and education staff supports the smooth implementation of various school programs such as tahfidz and tahsin Al-Qur'an, the independent sharing curriculum, and the Adiwiyata School, through good coordination and clear division of tasks. Principals who are able to convey visions and policies openly and inspiringly can increase motivation, loyalty, and a sense of belonging to the school. These results are in line with the findings of (Basuni, 2021), who stated that communication affects employee performance, as well as research by (Handayani et al., 2022), which emphasized that communication is the main instrument in equalizing perceptions and encouraging organizational change. Thus, effective communication is an important factor in strengthening collaboration, building trust, and improving employee performance, as well as supporting the realization of the vision of SD Luqman Al Hakim Surabaya as a school with character and excellence in an integral manner.

4.6.3. The Influence of Leadership on Employee Performance Through Job Satisfaction

The results of the study show that leadership has a positive and significant effect on employee performance through job satisfaction as a mediating variable at SD Luqman Al Hakim Surabaya. This confirms that effective leadership not only plays a role in directing performance but also in building job satisfaction, which is the key to increasing productivity. Principals who are able to create positive relationships, open communication, and emotional and professional support to teachers and staff manage to foster a sense of comfort and loyalty at work. These findings are in line with the research of (Pio, 2022) and (Alwali and Alwali, 2022) who stated that job satisfaction significantly mediates the relationship between leadership and employee performance. In addition, (Sari et al., 2022) emphasized that participatory and transformational leadership styles can increase job satisfaction because they encourage empathy, engagement, and employee empowerment. Similar results are also

supported by (Deccasari, 2020) who shows that a positive work culture resulting from effective leadership contributes greatly to employee satisfaction and performance, and (Pramujo and Suhana, 2024) who prove that leaders' attention to the psychological and emotional aspects of employees strengthens the effect of job satisfaction on performance. Thus, it can be concluded that humanistic, communicative, and collaborative leadership is the main factor in creating job satisfaction and encouraging optimal employee performance at SD Luqman Al Hakim Surabaya.

4.6.4. The Influence of Communication on Employee Performance Through Job Satisfaction

The results of the study show that communication has a positive and significant effect on employee performance through job satisfaction as a mediating variable at SD Luqman Al Hakim Surabaya. Open, two-way, and effective communication not only facilitates task coordination, but also increases psychological comfort and employees sense of belonging to the institution. In the context of education, good communication between principals, teachers, and staff supports collaboration, strengthens trust, and accelerates the implementation of various school programs such as Character Building, Parenting, and curriculum development. When employees feel valued and heard through constructive communication, job satisfaction increases and has an impact on improving performance. These results are in line with the research of (Arsyad & Anitra, 2021) which states that interpersonal communication has a positive effect on performance, and Burhan, (FoEh, & Manafe, 2022) which affirms that communication that touches on the psychological aspects of employees can increase job satisfaction and loyalty. In addition, (Arianto et al., 2020) also prove that job satisfaction significantly mediates the relationship between communication and performance. Thus, participatory, empathetic, and open communication is an important factor in creating job satisfaction and encouraging employee performance improvement at SD Luqman Al Hakim Surabaya.

5. Conclusion

Based on the results of the PLS analysis, it can be concluded that leadership and communication have a positive and significant influence on employee performance at SD Luqman Al Hakim Surabaya, as well as job satisfaction plays an important role as a mediator in the relationship between the two variables and performance. These findings show that effective leadership and open and constructive communication can increase employee motivation, engagement, and productivity, while job satisfaction strengthens the influence of both on organizational performance achievement. As an implication, school management is advised to continue to improve the quality of leadership by providing good direction, support, and example, as well as building transparent and two-way internal communication so that every employee feels valued. In addition, maintaining and improving job satisfaction through a conducive work environment, a fair reward system, and harmonious interpersonal relationships are important steps to support employee performance sustainably.

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