

Supervisor Communication, Career Development, and Job Satisfaction as Predictors of Palm Oil Employee Performance

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Abstract

This study investigates whether supervisor communication and career development shape employee performance at PT XYZ directly and through job satisfaction. This study responds to the scarcity of evidence concerning routine supervisor-employee interactions and organizational career support in palm oil plantation and processing operations. The study employed an explanatory quantitative design and estimated the proposed relationships using partial least squares structural equation Modelling (PLS-SEM). Responses from 67 employees were obtained through a structured five-point Likert questionnaire and processed using SmartPLS 4. Supervisor communication predicted employee performance ($\beta = 0.309$) and job satisfaction ($\beta = 0.511$), whereas career development predicted employee performance ($\beta = 0.232$) and job satisfaction ($\beta = 0.430$). Job satisfaction was associated with employee performance ($\beta = 0.455$) and carried the effects of supervisor communication ($\beta = 0.232$) and career development ($\beta = 0.195$) on performance. The model accounted for 57.7% of the variance in job satisfaction and 70.2% in employee performance. Better supervisory communication and stronger career development practices are linked to higher performance through both direct pathways and employee satisfaction. The findings clarify the mediating function of job satisfaction in the palm oil plantation and processing context. PT XYZ should prioritize precise supervisory feedback, understandable work communication, and transparent career development procedures.

Keywords: Career Development, Employee Performance, Job Satisfaction, Mediation Analysis, Palm Oil Industry, PLS-SEM, Supervisor Communication

1. INTRODUCTION

Organizations increasingly treat Human Resource Management (HRM) as a strategic system because results depend on how effectively people are recruited, developed, coordinated, and directed toward shared objectives ([Sutrisno, Tukiran, Herlina, Suriانشa, & Rosyadi, 2022](#)). Within this system, employee performance indicates not only task completion but also productive conduct and the contributions made to organizational achievement ([Rosyadi, Hayati, & Mardiana, 2023](#)). Changes in Indonesia's labour market have further pressured employers to sustain productivity and positive employment outcomes through stronger people-management practices. Performance should therefore be analysed in relation to organizational arrangements and employee attitudes that arise in everyday work ([Laksana, Nurmasari, Kurniawan, & Raharja, 2024](#); [Ramirez-Lozano, Peñaflor-Guerra, & Sanagustín-Fons, 2023](#)).

One relevant organizational condition is the communication that employees receive from their immediate supervisors. Through instructions, feedback, clarification, and interpersonal support, supervisors shape how employees interpret and carry out their responsibilities ([Lee, Mitson, & Xu, 2025](#); [Mikkelson, Sloan, Walter, & Hinnenkamp, 2024](#)). Timely and understandable communication can limit uncertainty about roles and foster a more constructive supervisor-employee relationship ([Lee et al., 2025](#); [Rosyadi et al., 2023](#)). Another condition is career development, reflected in accessible training, transparent advancement routes, career planning, and institutional assistance for professional growth ([Hosen et al., 2024](#); [Iis, Wahyuddin, Thoyib, Ilham, & Sinta, 2022](#)). When such opportunities are perceived as continuous and equitable, employees tend to display greater motivation, satisfaction, and performance ([Aditya, Pio, & Rumawas, 2024](#); [Hosen et al., 2024](#)).

Job satisfaction is the mechanism that connects organizational practices with performance. It captures employees' favourable assessment of their work and may convert perceived support into more effective behaviour ([Rosyadi et al., 2023](#); [Setiawan et al., 2025](#)). Clear interaction with supervisors and credible prospects for career growth can signal that the organization values its employees, thereby increasing their satisfaction ([de Matos dos Santos, Santos, Sousa, & Oliveira, 2024](#); [Hosen et al., 2024](#)). Satisfied employees are generally more willing to accept responsibility,

participate in workplace activities, and execute assignments effectively ([Gazi, Yusof, Islam, Amin, & bin S Senathirajah, 2024](#); [Pinheiro & Palma-Moreira, 2025](#)). Accordingly, satisfaction offers a psychological account of why communication and career support may be followed by stronger performance ([Aburumman & Wasfi Alrweis, 2025](#); [Keltu, 2024](#)).

The empirical setting is PT XYZ, a plantation and palm oil processing enterprise located in Tapin, South Kalimantan. The respondents were 67 employees assigned to administration & store, process, quality & laboratory, and workshop & maintenance. These units were chosen because their work depends on identifiable supervisor-subordinate relationships and includes administrative coordination, production support, quality assurance, maintenance, and other operational processes within the organization. In this setting, employees rely on clear instructions, credible development support, and a positive work environment, making the four constructs of this study directly relevant to organizational practice.

Although communication, career development, satisfaction, and performance have been widely studied, prior evidence does not provide a uniform conclusion because researchers have used different theories, settings, and model specifications ([Hosen et al., 2024](#); [Wau & Purwanto, 2021](#); [Yue, Men, & Ferguson, 2019](#)). Positive relationships have been frequently reported; however, the direct performance effects of supervisory communication and career development have not been consistently observed ([Aditya et al., 2024](#); [Iis et al., 2022](#); [Mikkelsen et al., 2024](#)). Moreover, communication is often treated at the organization-wide level rather than as routine exchanges between supervisors and employees in operational environments ([Andersson, 2019](#); [Yue, Thelen, & Vergheze, 2025](#)). To address these limitations, this study tests job satisfaction as the pathway through which supervisor communication and career development relate to performance in a palm oil company. It asks whether the two antecedents influence satisfaction; whether communication and career development and satisfaction predict performance; and whether satisfaction transmits the effects of both antecedents to employee performance.

2. LITERATURE REVIEW

2.1 Theoretical Basis: Human Resource Management, Organizational Behaviour, and Social Exchange

The model integrates human resource management, organizational behaviour, and Social Exchange Theory. The HRM perspective concerns the organizational systems used to attract, develop, assess, and retain people in support of institutional effectiveness ([Gilli, Veglio, Gunkel, & Taras, 2022](#); [Suhail, van de Voorde, Steen, & Meeusen, 2025](#)). Organizational behaviour explains how attitudes, workplace conditions, and interactions with leaders are reflected in employee conduct and performance ([Laksana et al., 2024](#)). Social Exchange Theory provides the principal relational logic: when employees experience fair treatment, useful communication, and opportunities for advancement, they are likely to reciprocate with favourable attitudes and work contributions. In the proposed model, communication and career development represent support, satisfaction captures employees' psychological responses, and performance constitutes the reciprocal outcome ([Rosyadi et al., 2023](#); [Sutrisno et al., 2022](#)).

2.2 Supervisor Communication in Daily Managerial Interaction

Supervisor communication encompasses everyday exchanges through which a manager explains work, provides feedback, resolves uncertainty, hears employee concerns, and maintains a supportive relationship ([Men, Qin, & Jin, 2022](#); [Mikkelsen et al., 2024](#); [Pirrotta, Ferrari, Cantarelli, & Belle, 2025](#)). Its value lies in supplying employees with reliable information and actionable guidance so that assignments can be performed with less ambiguity ([Jo, Aryee, Hsiung, & Guest, 2020](#); [Sutrisno et al., 2022](#)). As immediate supervisors are the organizational actors most visible in daily operations, the manner in which they communicate also influences whether employees feel respected and supported ([de Matos dos Santos et al., 2024](#); [Yue et al., 2025](#)). In this study, supervisory communication is viewed as a managerial process capable of improving satisfaction and performance through clarity, constructive responses, and relational quality ([Annisa & Hamzah, 2025](#); [Lee et al., 2025](#); [Mikkelsen et al., 2024](#)).

2.3 Career Development as Support for Employee Growth

Career development denotes the set of organizational arrangements that help employees progress professionally, including training, career planning, mentoring, advancement opportunities, and continued competence building ([Baruch & Rousseau, 2019](#); [Bhimasta, Surya, & Pramudita, 2025](#)). These arrangements are important because employees evaluate whether the organization recognizes their long-term contributions and provides equitable prospects for growth ([Hosen et al., 2024](#); [Iis et al., 2022](#); [Indroputri & Sanjaya, 2024](#)). A visible and credible development system can strengthen motivation, satisfaction, and willingness to improve performance ([Aditya et al., 2024](#); [Hosen et al., 2024](#)). Consequently, career development is treated as organizational support that supplies direction, learning resources, and greater certainty about future roles ([Aditya et al., 2024](#); [Hosen et al., 2024](#); [Iis et al., 2022](#)).

2.4 Job Satisfaction as the Mediating Attitude

Job satisfaction reflects how positively employees judge their work, including supervision, advancement, compensation, colleagues, and the broader organizational experience ([Laksana et al., 2024](#); [Rosyadi et al., 2023](#)). This attitude is consequential because favourable evaluations of work are commonly expressed through commitment, energy, responsibility and productive conduct ([Gazi et al., 2024](#); [Pinheiro & Palma-Moreira, 2025](#)). The present model assigns satisfaction a mediating role: communication and career support are expected to shape employees' evaluation of work before affecting how they perform ([de Matos dos Santos et al., 2024](#); [Keltu, 2024](#)). Thus, satisfaction describes the psychological conversion of managerial and organizational support into performance-related behaviour ([Aburumman & Wasfi Alrweis, 2025](#); [Sumaryono & Sari, 2024](#)).

2.5 Employee Performance as the Principal Outcome

Employee performance concerns the behaviours and outputs through which workers fulfil assigned responsibilities, update their capabilities, solve work problems, and contribute to organizational objectives ([Astuti & Alam, 2025](#); [Rosyadi et al., 2023](#)). It extends beyond the final output to include process quality, initiative, adaptability, and involvement in organizational activities ([Suhail et al., 2025](#); [Sutrisno et al., 2022](#)). Strong individual performance supports operational continuity, productivity, and sustainable organizational advantages ([Gazi et al., 2024](#); [Lai, Lin, Saridakis, & Georgellis, 2025](#)). Accordingly, performance is the principal outcome of this study and is modelled as a consequence of supervisor communication, career development, and job satisfaction ([Hosen et al., 2024](#); [Suhail et al., 2025](#)).

2.6 Research Model and Hypothesis Development

The conceptual model specifies two routes from supervisor communication and career development to employee performance: a direct route and an indirect route through job satisfaction. This arrangement follows social exchange theory and HRM reasoning, under which employees may respond to supportive communication and meaningful development opportunities with positive attitudes and greater work effort ([Rosyadi et al., 2023](#); [Sutrisno et al., 2022](#)). Communication is represented by direction, feedback, information quality, listening, and relational support, while career development is represented by planning, training, promotion access, and ongoing competence building ([Aditya et al., 2024](#); [Hosen et al., 2024](#); [Men et al., 2022](#); [Mikkelsen et al., 2024](#)). Satisfaction is expected to intervene because employees who receive these forms of support are more likely to evaluate their work favourably, which can encourage responsibility, initiative, participation, and effective execution ([de Matos dos Santos et al., 2024](#); [Keltu, 2024](#)).

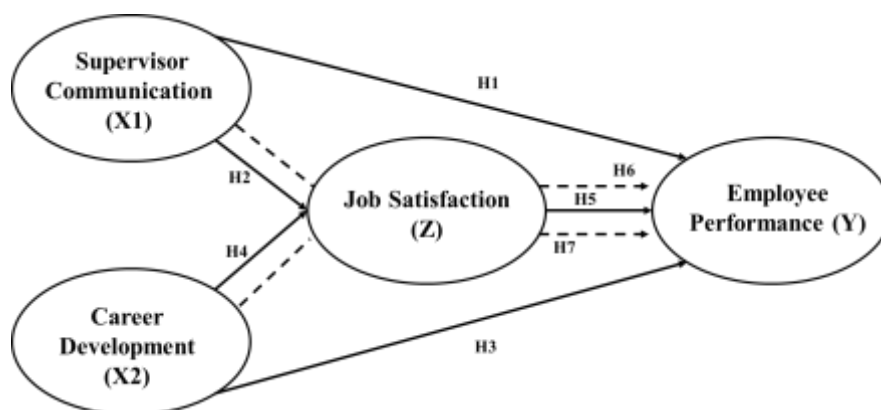


Figure 1. Research conceptual framework

Figure 1 illustrates the expected relationships among the four constructs. It proposes that communication from supervisors and career development each contribute to performance while also shaping the satisfaction employees derive from their jobs. Satisfaction provides a second pathway to performance. In practical terms, employees who understand their work through constructive supervisory exchanges and see credible opportunities for growth may develop a more favorable attitude toward their job, which is expected to support stronger performance. The model was tested using the following directional hypotheses:

- H₁*: Supervisor communication positively predicts employee performance
- H₂*: Supervisor communication positively predicts job satisfaction
- H₃*: Career development positively predicts employee performance
- H₄*: Career development positively predicts job satisfaction
- H₅*: Job satisfaction positively predicts employee performance
- H₆*: Job satisfaction transmits the positive effect of supervisor communication to employee performance
- H₇*: Job satisfaction transmits the positive effect of career development to employee performance

3. METHODOLOGY

The explanatory quantitative design was used to test the proposed direct and mediated relationships. The research was conducted at PT XYZ, a plantation and palm oil processing business in Tapin, South Kalimantan. The participants came from administration and store, process, quality and laboratory, and workshop and maintenance. These units were appropriate because they operated with explicit supervisory lines and undertook administrative, production support, quality control, and maintenance functions.

The analytical sample comprised 67 employees in total. The organization also identified 15 supervisors for assessment purposes, but they were excluded because employees, rather than supervisors, constituted the units of analysis. Data were obtained through a structured questionnaire using response options ranging from 1 (strongly disagree) to 5 (strongly agree). PLS-SEM was chosen because the model contains four latent constructs, multiple direct paths, two indirect paths, and a limited sample size (Hair, Sarstedt, Ringle, Sharma, & Liengaard, 2024).

Established measures were adapted to the context of PT XYZ as follows: The nine supervisor communication items derived from de Matos dos Santos et al. (2024) addressed the discussion of work, attentive listening, understanding of problems, frequency of interaction, receptiveness to feedback, alignment of tasks with organizational goals, accuracy, openness, and respectful language. The nine career development items adapted from Hosen et al. (2024) covered formal career procedures, planning, development access, promotion, career management, and continuous competence improvement. Seven items from de Matos dos Santos et al. (2024) measured job satisfaction, whereas eight items from Hosen et al. (2024) assessed performance through

responsibility, initiative, knowledge renewal, skill growth, creative problem-solving, response to challenges, and participation in meetings.

SmartPLS 4 was used to estimate the PLS-SEM model (Hair et al., 2024). The assessment was performed in two steps. First, the measurement model was examined through indicator loadings, Cronbach's alpha, rho_a, rho_c, Average Variance Extracted (AVE), Heterotrait-Monotrait Ratio (HTMT), and Variance Inflation Factors (VIF). Second, the structural model was evaluated using path estimates, t-statistics, p-values, R-squares, f-squares, and two indirect effects. Bootstrapping supplied inferential tests for both direct and mediated relationships.

4. RESULT AND DISCUSSION

4.1 Empirical Results

4.1.1 Study Context and Respondent Profile

The employees of PT XYZ formed the study population analysed in this section. The 67 usable responses represented administration and store, process, quality and laboratory, and workshop and maintenance, covering administrative coordination, production, laboratory and quality work, workshop activities, and maintenance support. The sample also varied by sex, age, tenure, employment arrangement and marital status. This diversity provides a descriptive context for assessing how communication, career development, and satisfaction relate to performance.

Table 1. Respondent profile of PT XYZ employees (n=67)

Characteristic	Category	n	%
Division	Administration & Store	8	11.94
	Process	34	50.75
	Quality & Laboratory	6	8.96
	Workshop & Maintenance	19	28.36
Gender	Male	59	88.06
	Female	8	11.94
Age Group	≤25 years	26	38.81
	26–30 years	23	34.33
	31–35 years	8	11.94
	36–40 years	4	5.97
	>40 years	6	8.96
Length of Service	<1 year	11	16.42
	1–2 years	12	17.91
	2–5 years	25	37.31
	>5 years	19	28.36
Employment Status	Permanent Daily Employee	62	92.54
	Monthly Employee	5	7.46
Marital Status	Married	29	43.28
	Unmarried	37	55.22
	Widowed/Divorced	1	1.49

Table 1 shows that process employees accounted for the largest share of the sample, followed by Workshop & Maintenance, Administration & Store, and Quality & Laboratory. The resulting distribution places greater weight on production and technical operations. Men et al. (2022) formed the majority, consistent with the operational composition of plantation and processing work in Malaysia. Respondents aged 25 years or younger and those aged 26-30 years were the two largest age groups, showing that the sample was predominantly young and within the prime working age.

Most respondents had served for two to five years, while the next largest group had more than five years of service. Therefore, these employees had accumulated sufficient exposure to organizational practices to assess the study variables. Permanent daily workers substantially outnumber monthly workers in the study area. Unmarried employees were the largest marital status



category, followed by married employees, with only one respondent reported as widowed or divorced. Taken together, the profile is suitable for the model because the participants routinely worked under supervision and encountered communication and development opportunities, satisfaction, and performance demands in their daily roles.

4.1.2 Evaluation of the Measurement Model

The measurement model was reviewed for indicator reliability, internal consistency, convergence, construct distinctiveness, and collinearity. Outer loadings were used for the indicators, such as Cronbach's alpha, rho-a, and rho-c, for consistency; AVE for convergent validity; HTMT for discriminant validity; and VIF to detect collinearity. As reference criteria, loadings and reliability coefficients should generally exceed 0.70, while the AVE should be greater than 0.50 (Hair Jr et al., 2021).

Table 2. Measurement model results

Construct	Item	Outer Loading	Cronbach's Alpha	rho-a	rho-c	AVE
Supervisor Communication	X _{1.1}	0.774	0.937	0.941	0.947	0.665
	X _{1.2}	0.801				
	X _{1.3}	0.863				
	X _{1.4}	0.841				
	X _{1.5}	0.859				
	X _{1.6}	0.847				
	X _{1.7}	0.775				
	X _{1.8}	0.787				
	X _{1.9}	0.784				
Career Development	X _{2.1}	0.842	0.928	0.930	0.940	0.636
	X _{2.2}	0.770				
	X _{2.3}	0.824				
	X _{2.4}	0.831				
	X _{2.5}	0.815				
	X _{2.6}	0.801				
	X _{2.7}	0.776				
	X _{2.8}	0.793				
	X _{2.9}	0.721				
Job Satisfaction	Z.1	0.844	0.904	0.906	0.925	0.637
	Z.2	0.768				
	Z.3	0.811				
	Z.4	0.806				
	Z.5	0.764				
	Z.6	0.852				
	Z.7	0.734				
Employee Performance	Y.1	0.809	0.917	0.920	0.933	0.634
	Y.2	0.722				
	Y.3	0.858				
	Y.4	0.776				
	Y.5	0.776				
	Y.6	0.846				
	Y.7	0.820				
	Y.8	0.755				

Table 2 shows that every indicator produced a loading above 0.70, ranging from 0.721 for X_{2.9} to 0.863 for X_{1.3}, so none required removal on reliability grounds. Internal consistency was adequate

across the four constructs. Cronbach's alpha ranged between 0.904 and 0.937, and rho-c ranged between 0.925 and 0.947; rho-a also exceeded the 0.70 criterion. Therefore, the measures showed consistently strong reliability. The AVE values ranged from 0.634 to 0.665, all above the 0.50 requirement. Each construct consequently captured more than half of the variance in the indicators. Supervisor communication recorded the largest AVE, and employee performance recorded the smallest, but both remained satisfactory. Therefore, the four constructs were suitable for inclusion in the structural analysis based on convergence and reliability. The HTMT ratios ranged from 0.310 to 0.859 and did not exceed 0.90. Although job satisfaction and employee performance produced the largest ratio, the value still supported the empirical separation between the constructs. Collinearity was also within acceptable limits: outer-model VIF values were 1.735-3.476 and inner-model values were 1.098-2.362, all below 5.00. Thus, the measurement model met the adopted criteria for reliability, convergent validity, discriminant validity, and collinearity.

4.1.3 Evaluation of the Structural Model

The structural evaluation focused on the variance explained by the model, the contribution of each predictor, and the approximate model fit. R-squared and adjusted R-squared quantified explanatory power, f-square identified the relative effect of each exogenous construct, and Standardized Root Mean Square Residual (SRMR) was used as the fit index. Earlier calculations included Q-square (0.830) and Goodness of Fit (0.601). These statistics are not reported in the present version because they were absent from the final SmartPLS output on which the revised analysis is based. Restricting the assessment to R-squared, adjusted R-squared, f-square, SRMR, and bootstrapped paths keeps the reported evidence aligned with the available output and prevents unsupported values from being treated as final findings.

Table 3. R-square and model fit results

Construct/Model	R-square	R-square Adjusted	Interpretation
Job Satisfaction	0.577	0.563	Moderate explanatory power
Employee Performance	0.702	0.687	Substantial explanatory power
SRMR	0.078	0.078	Acceptable model fit

Table 3 shows that for job satisfaction, the R-squared was 0.577 and the adjusted value was 0.563. Therefore, supervisor communication and career development accounted for 57.7% of the observed variance, leaving 42.3% attributable to influences outside the model. Based on this, the model provides moderate explanatory power for satisfaction. Employee performance yielded an R-squared of 0.702 and an adjusted R-squared of 0.687. The three predictors in the performance equation explained 70.2% of its variance, with 29.8% left to unmodeled factors. These values indicate substantial explanatory capacity and demonstrate that the proposed relationships are empirically relevant to PT XYZ. SRMR was 0.078 for both the saturated and estimated specifications. Because this value is lower than the 0.080 benchmark, the discrepancy between the model and observed correlation structure is acceptable. Therefore, the structural model can be used to interpret the proposed relationships.

Table 4. f-square results

Path Relationship	f-square	Interpretation
Supervisor Communication → Job Satisfaction	0.561	Large effect
Career Development → Job Satisfaction	0.397	Large effect
Job Satisfaction → Employee Performance	0.294	Medium effect
Supervisor Communication → Employee Performance	0.187	Medium effect
Career Development → Employee Performance	0.118	Small effect

Table 4 shows that supervisor communication made a large contribution to job satisfaction (f-square=0.561), and career development also made a large contribution (f-square=0.397). Therefore, removing either predictor would meaningfully reduce the model's ability to explain satisfaction. This

pattern is consistent with the view that employees evaluate their jobs more positively when supervisory interactions are clear and career support is visible. The performance equation showed a medium effect on job satisfaction (f-square=0.294) and supervisor communication (f-square=0.187), whereas career development had a small effect (f-square=0.118). Therefore, performance is associated with immediate managerial input and employees' attitudinal responses, while the direct contribution of career development is comparatively modest. Its overall importance is also expressed through a mediated pathway involving satisfaction.

4.1.4 Tests of the Proposed Hypotheses

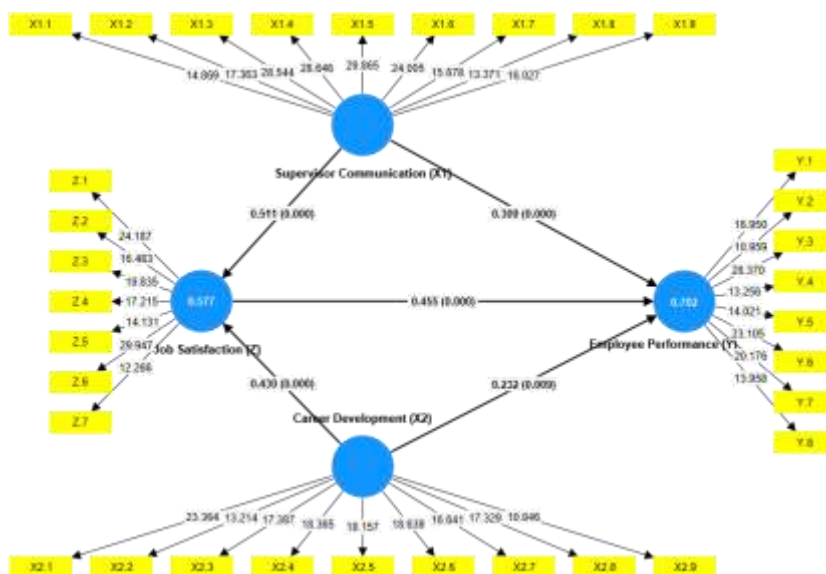


Figure 2. Bootstrapping results of the structural model

Figure 2 shows that path significance was evaluated using bootstrapping in SmartPLS 4. A hypothesis was accepted when its coefficient followed the predicted positive direction and its p-value was below 0.05. The analysis included five direct paths among the four constructs and two indirect paths in which job satisfaction linked the antecedents to performance.

Table 5. Summary of hypothesis testing results

Hyp.	Path Relationship	β	T-Stats	P-Values	Result
Direct Effects					
H_1	Supervisor Communication \rightarrow Employee Performance	0.309	3.556	0.000	Supported
H_2	Supervisor Communication \rightarrow Job Satisfaction	0.511	7.008	0.000	Supported
H_3	Career Development \rightarrow Employee Performance	0.232	2.605	0.009	Supported
H_4	Career Development \rightarrow Job Satisfaction	0.430	6.010	0.000	Supported
H_5	Job Satisfaction \rightarrow Employee Performance	0.455	4.650	0.000	Supported
Indirect Effects					
H_6	Supervisor Communication \rightarrow Job Satisfaction \rightarrow Employee Performance	0.232	3.762	0.000	Supported
H_7	Career Development \rightarrow Job Satisfaction \rightarrow Employee Performance	0.195	3.725	0.000	Supported

Table 5 shows that supervisor communication was positively related to performance (beta=0.309, t=3.556, p < 0.001), supporting H_1 . Its association with job satisfaction was also positive and significant ($\beta = 0.511$, t=7.008, p < 0.001), supporting H_2 . Career development predicted

performance ($\beta = 0.232$, $t = 2.605$, $p = 0.009$) and job satisfaction ($\beta = 0.430$, $t = 6.010$, $p < 0.001$), supporting H_3 and H_4 . Job satisfaction also predicted performance ($\beta = 0.455$, $t = 4.650$, $p < 0.001$); therefore, H_5 was supported. The mediated paths were also significant. The indirect effect of supervisor communication on job satisfaction was 0.232 ($t = 3.762$, $p < 0.001$), supporting H_6 . The corresponding indirect effect of career development was 0.195 ($t = 3.725$, $p < 0.001$), supporting H_7 . Taken together, the estimates show that communication and career development are connected to performance through both direct and satisfaction-based routes. The significant indirect coefficients indicate that employees' evaluation of their jobs is one process through which the two forms of organizational support are reflected in work performance.

4.2 Discussion

The comparison of the coefficients clarifies the relative importance of the antecedents. Supervisor communication had a larger path to satisfaction and a greater direct performance effect than career development. Routine exchanges with an immediate supervisor are encountered during daily work and can quickly alter understanding, support, and behaviour. Development programs remain consequential, but their influence may unfold over a longer period because employees interpret them in relation to future mobility, competence growth, and organizational commitment.

4.2.1 Supervisor Communication and Employee Performance

The results for H_1 indicate that employee performance improves as the quality of supervisor communication improves. Providing clear expectations, accurate information, constructive feedback, and respectful interactions offers employees both task guidance and relational support. Leadership communication frameworks account for this effect by conceptualizing supervisors as critical sources of meaning, coordination, and reinforcement of performance standards (Laksana et al., 2024; Suhail et al., 2025).

The related evidence points in the same direction. Mikkelson et al. (2024) linked supervisory communication competence with favourable employee outcomes, while Lee et al. (2025) showed that supportive and understandable leadership language assists adjustment and engagement. The present findings extend this relationship to office and operational support employees in a palm oil factory, where day-to-day coordination is central to effective work. For PT XYZ, communication quality must be managed as an operational capability. Supervisors should state priorities unambiguously, schedule feedback, attend to employee concerns, and show how individual assignments connect to unit and company objectives. These practices can limit avoidable misunderstandings and improve employees' execution of their responsibilities.

4.2.2 Supervisor Communication and Job Satisfaction

H_2 states that satisfaction is higher when supervisory communication is more effective. Open dialogue, intelligible information, attentive listening, and respectful treatment influence employees' evaluations of both their supervisors and the broader work environment. Organizational behaviour theory similarly positions interpersonal treatment and supervisory conduct among the conditions that shape satisfaction (Pirrota et al., 2025; Rosyadi et al., 2023).

Previous findings support this interpretation. de Matos dos Santos et al. (2024) identified a strong association between the internal communication climate and employee satisfaction. Men et al. (2022) demonstrated the importance of transparent and empathetic supervisory messages for trust and employee attitudes. Therefore, communication should be understood not merely as the transmission of assignments but as an experience that can signal recognition, psychological support, and inclusion. Supervisors at PT XYZ should consequently involve employees in work-related dialogue rather than relying solely on one-way instruction. Explaining decisions, acknowledging employee input, and maintaining a safe conversational climate can make employees feel respected and supported, thereby strengthening their satisfaction.

4.2.3 Career Development and Employee Performance

H_3 suggests that employees perform better when they perceive credible opportunities to develop their careers. A structured development system encourages the acquisition of relevant competencies, willingness to accept demanding work, and proactive contribution to organizational targets ([Hosen et al., 2024](#); [Iis et al., 2022](#); [Lestari & Waskito, 2025](#)). This result is consistent with [Hosen et al. \(2024\)](#), who associated formal development practices with improved work performance, and [Aditya et al. \(2024\)](#), who connected career support with motivation and work outcomes. Its relevance is pronounced in plantation and factory office settings because employees need to see how current assignments, capability development, and future roles are connected. PT XYZ should develop a system that is both visible and usable. Promotion routes and eligibility criteria need to be communicated, training should address documented competence gaps, and career planning activities should provide employees with realistic steps for progression. Such clarity can help employees direct their learning toward better execution of their present responsibilities.

4.2.4 Career Development and Job Satisfaction

H_4 posited that career development contributes to satisfaction. Employees evaluate their jobs more positively when advancement procedures are fair, career planning is understandable, and learning resources are accessible to them. Career development theory regards these conditions as signals of future security and organizational investment, both of which encourage favourable attitudes and sustained involvement ([Aditya et al., 2024](#); [Hosen et al., 2024](#); [Kurniawanto, Rumani, & Iswahyudi, 2025](#); [Lestari & Waskito, 2025](#)).

This relationship is consistent with prior research. [Hosen et al. \(2024\)](#) linked development practices with motivation and satisfaction, while [Wau and Purwanto \(2021\)](#) emphasized their role in connecting personal advancement with organizational support. The implication is broader than promotion alone: satisfaction may increase when employees believe that the organization has a meaningful interest in their future. Management should ensure that employees know which development opportunities exist and how they can access them. Transparent promotion standards, information about training, and realistic career maps can reduce uncertainty and reinforce the perception that long-term contributions are recognized.

4.2.5 Job Satisfaction and Employee Performance

H_5 confirms that job satisfaction is a meaningful predictor of performance. Employees with favourable views of their jobs reported stronger responsibility, initiative, task completion, skill improvement, and organizational participation. This relationship is particularly relevant to PT XYZ, where operational work requires reliable coordination, discipline, and continuity of effort.

Organizational behaviour research explains this result by linking positive work attitudes with productive action ([Idris, Atika, & Hidayat, 2024](#); [Rosyadi et al., 2023](#)). Other studies have likewise indicated that satisfaction can sustain motivation, limit counterproductive responses, and encourage contributions to organizational objectives ([Gazi et al., 2024](#); [Pinheiro & Palma-Moreira, 2025](#)). Therefore, satisfaction is not only an attitudinal outcome; it is also a condition associated with how effectively employees perform. PT XYZ should monitor the conditions from which satisfaction develops, including supervisory support, equity in career opportunities, compensation, relationships with colleagues and the work environment. Improvements in these areas may help employees preserve work quality, take the initiative, and contribute consistently.

4.2.6 Job Satisfaction as Mediator: Supervisor Communication to Performance

H_6 indirect effect indicates that satisfaction carries part of the influence of supervisor communication on performance. Communication contributes directly by coordinating work and shapes whether employees experience their jobs as supportive and worthwhile. Clear and considerate exchanges can create a more positive work environment, and satisfaction is subsequently reflected in engagement and performance ([de Matos dos Santos et al., 2024](#); [Keltu, 2024](#)).

This mediated result specifies the psychological process underlying this relationship. Effective communication can clarify roles, reinforce trust, and convey respect to patients. Satisfaction

represents employees' favourable responses to these experiences and supports stronger work behaviour ([Laksana et al., 2024](#); [Rosyadi et al., 2023](#)). In this sense, satisfaction links the relational quality of supervision with observable performance outcomes ([Putra, Eliyana, Agustina, Khusnah, & Anshori, 2024](#)). Therefore, communication initiatives at PT XYZ should pursue both coordination and employee experience. Supervisors need to use dialogue to provide control and clarity, while also building confidence and comfort. When communication improves satisfaction, its effects are more likely to persist.

4.2.7 Job Satisfaction as Mediator: Career Development to Performance

The significant H_7 pathway shows that satisfaction also conveys part of career development's contribution to performance. Development programs directly supply skills and growth opportunities, while their perceived fairness and usefulness shape employees feelings about the organization and their jobs. Employees who recognize a coherent career route and genuine institutional support are more likely to be satisfied and, through this attitude, to contribute effectively ([Hosen et al., 2024](#); [Keltu, 2024](#); [Lestari & Waskito, 2025](#); [Putra et al., 2024](#)).

Consequently, career development operates as both an organizational resource and a psychological signal. It offers learning and future directions while communicating that the employee's contribution is valued. Satisfaction translates that interpretation into constructive behaviour, which explains why development is more likely to improve performance when employees are pleased with the support they receive ([Aditya et al., 2024](#); [Hosen et al., 2024](#); [Keltu, 2024](#)). Therefore, PT XYZ must evaluate development programs from the employee's perspective, not only by counting activities. Access should be equitable, the criteria should be explicit, and the implementation should be consistent. Programs that employees regard as meaningful can strengthen their satisfaction, competence, initiative, and contribution.

4.2.8 Study Limitations and Directions for Future Research

The investigation was confined to office and operational support employees in one palm oil plantation and processing company in Tapin, South Kalimantan. This focused setting permits a close interpretation of the four constructs within a specific organizational environment, but it also restricts the extent to which the results can be transferred elsewhere. Replication across other plantations, manufacturing operations, and service organizations is needed to determine whether the same structural pattern appears in different cultures and employment systems.

The cross-sectional survey design tests associations at a single point and cannot establish how attitudes or performances develop over time. In addition, all measures were self-reported by employees, leaving the results potentially exposed to common method and social desirability bias. Future work should combine time-separated measurements with supervisor ratings, objective performance records, or mixed qualitative-quantitative evidence. Such designs would provide a stronger basis for causal interpretation and a more complete account of employee performance outcomes.

5. CONCLUSIONS

5.1 Conclusion

The evidence indicates that employee performance at PT XYZ is associated with supervisor communication, career development and job satisfaction. Employees reported stronger performance and satisfaction when supervisors supplied understandable instructions, dependable information, constructive feedback, and respectful interactions. Career development also contributed to both outcomes, such as visible advancement routes, learning opportunities, promotion procedures, and institutional support, which were linked with competence building and work contribution. Job satisfaction independently predicted performance and significantly affected both supervisor communication and career development. Therefore, antecedents operate through direct paths as well as through employees' evaluation of their work. Satisfaction is the psychological link through which managerial communication and career support are partially converted into performance.

5.2 Research Limitations

This study had several limitations. First, the investigation was confined to employees of a single palm oil plantation and processing company in Tapin, South Kalimantan, which limits the generalizability of the findings to other organizations or sectors. Second, the study employed a cross-sectional survey design that captured responses at one point in time, which prevents conclusions about causal or longitudinal effects. Third, all measures were self-reported by employees, exposing the results to potential common method bias and social desirability effects. Future studies should consider multi-source data collection, including supervisor assessments and objective performance records, to strengthen the reliability and reduce the measurement bias.

5.3 Suggestions and Directions for Future Research

Future research could expand the study across multiple plantations, industrial, or service organizations to test the model's applicability in different contexts and cultural settings. Longitudinal designs should be used to examine how supervisor communication, career development, and job satisfaction influence employee performance over time. Additionally, combining quantitative and qualitative methods or integrating objective performance indicators could provide a more comprehensive understanding of employee performance mechanisms. Investigating other potential mediators or moderators, such as organizational culture, leadership style, or employee engagement, may further enrich our understanding of the dynamics between organizational support and performance.

AUTHOR CONTRIBUTIONS

All the authors contributed significantly to this study. MFR conceptualized the study, designed the methodology, collected the data, performed the formal analysis, interpreted the results, and wrote the manuscript. MC supervised the study, provided conceptual guidance, and reviewed and edited the manuscript. HUA assisted with data management, supported the statistical analysis, and contributed to the literature review. WW aided in data collection, result visualization, and manuscript formatting. All authors have read and approved the final version of the manuscript and accept responsibility for its integrity and accuracy.

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