

INFLUENCE OF LEADERSHIP STYLE AND COMMUNICATION SKILLS ON CAREER ADVANCEMENT: THE ROLE OF STAFF PERFORMANCE AS AN INTERVENING FACTOR IN RADIOLOGY INSTALATION OF SOUTH TANGERANG CITY GENERAL HOSPITAL

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Received December 3, 2025; Accepted December 13, 2025

Available online December 15, 2025

ABSTRACT

This study aims to analyze the influence of leadership style and communication skills on career path with staff performance as an intervening variable at the Radiology Department of South Tangerang City General Hospital (RSU Kota Tangerang Selatan). The background of this research is based on the need for effective human resource management in hospitals to improve staff performance and career development. This study uses a quantitative approach with a cross-sectional design and path analysis, involving all medical and non-medical staff as respondents, using a total sampling technique. The results show that leadership style and communication skills significantly influence staff performance and career path. Furthermore, staff performance is proven to be an intervening variable that strengthens the relationship between leadership style and communication skills on career path. These findings have practical implications for hospital management in making strategic decisions related to career development and performance improvement through adaptive leadership styles and effective organizational communication.

Keywords: *Leadership Style, Communication Skills, Staff Performance, Career Path, Radiology Department, Hospital.*

INTRODUCTION

Effective human resource (HR) management is a key in achieving optimal performance and high-quality services, particularly in the increasingly complex and competitive healthcare sector. Hospitals, as integral components of the social and medical system, are responsible for providing comprehensive healthcare services to the community (Supriyanto S, et al., 2023).

One key strategy for improving service quality is optimizing hospital performance through an approach that prioritizes professionalism, independence, and optimal performance across all operational aspects (Mizwar C, et al., 2023).

Staff career development is a crucial step in creating qualified and dedicated human resources. High-quality staff performance depends on adequate facilities, and high-performing staff will drive overall hospital performance (Pritami RF, et al., 2023). Performance itself is a multidimensional concept that reflects the effectiveness and efficiency of staff in carrying out their duties and responsibilities, influenced by various factors including leadership style, communication skills, work motivation, and level of work achievement (Mizwar C, et al., 2023; Hasnah F, et al., 2022).

Leadership style and communication skills are two important aspects that can influence staff performance and career development. An effective leader is not only able to direct and motivate their team but also creates a work environment conducive to professional growth. Meanwhile, good communication skills enable effective information exchange, smooth coordination, and a clear understanding of a hospital's goals and expectations.

This study aims to analyze the influence of leadership style and communication skills on career progression with staff performance as an intervening factor in the Radiology Department of South Tangerang City General Hospital. By understanding the relationship between these variables, management is expected to create appropriate strategies for career progression and decision-making which in turn can contribute to improving the quality of radiology services and patient satisfaction.

Leadership and organizational communication play a crucial role in staff performance in a hospital setting. An effective leadership style can influence staff motivation and productivity while good communication facilitates coordination and collaboration between teams.

LITERATURE REVIEW

Leadership Style

Leadership style refers to a leader's approach or method of leading and managing those under their supervision. A leader needs to be actively involved in the dynamics of the group or organization they lead. This encompasses the strategies, attitudes, and behaviors implemented to direct, motivate, and influence staff to achieve organizational goals (Agustin DS, 2020, Parashakti RD, et al., 2021, Utari S, et al., 2020, Mattayang B, 2019). Some common leadership styles include autocratic, militaristic, paternalistic, charismatic, laissez-faire, and democratic, each with its own advantages and disadvantages.

Organizational Communication

Organizational communication is the exchange and interpretation of messages between units within an organization (Hermawati A, et al., 2022). Effective communication helps create a shared understanding between management and staff and builds positive relationships within the organization (Hermawan AAD, et al., 2019). In hospitals, clear and accurate communication between medical staff can reduce errors in patient care and improve coordination in providing comprehensive care (Soekardi A, et al., 2020). A supportive communication climate can increase job satisfaction and productivity (Handra ES, et al., 2021). At the heart of successful internal communication are five key elements: empathy, support, positivity, equality, and recognition. Coupled with positive communication, fair treatment, and appreciation for employee achievements, these elements synergize to create a conducive and productive work environment (Anshori MI, et al., 2023).

Career Paths

Career paths are also a crucial factor in hospital staff performance and job satisfaction. Career path models provide a framework, direction, and clarity for professional career development (Amiruddin et al., 2019). Implementing a career path system has been shown to

improve professional development, performance, job satisfaction, and create a positive work culture (Amiruddin et al., 2019). Career development involves not only training and facilities but also staff welfare which in turn can increase their loyalty to the organization (Muslim A et al., 2020). In general, the career development process begins with several phases: planning, direction, and development (Juniaty FD et al., 2021).

Staff Performance

Staff performance is an evaluation of how well individuals carry out their duties and responsibilities in the work environment. This includes effectiveness in achieving goals, productivity, contribution to team or organizational success, and the application of skills and competencies necessary for their jobs (Wirawan KE, et al., 2019). Staff performance is influenced by various factors, including leadership style, organizational communication, and career development.

Previous research has shown that leadership style, communication skills, and job satisfaction have a positive and significant impact on staff performance (Soekardi A, et al., 2020). Organizational communication has also been shown to positively influence staff work motivation and performance (Hermawati A, et al., 2022). Furthermore, career path has been found to have a positive relationship with nurse job satisfaction (Dewa I, et al., 2018).

In the hospital context, the implementation of a professional career ladder system, such as that applied to Clinical Nurses, can improve the professional development and performance of staff (Muslim A, et al., 2020). Effective career development benefits not only individual staff but also the hospital as a whole helping to improve service quality and accreditation status (Haryanto MS, 2020).

Overall, an effective leadership style, good organizational communication, and a structured career development system are key factors in improving hospital staff performance. Proper understanding and implementation of these three aspects can help hospitals achieve organizational goals, improve service quality, and retain qualified staff.

METHODOLOGY

The research used quantitative analysis with a causal approach and path analysis. A survey questionnaire was used to collect data from all 73 medical and non-medical staff in the Radiology Department of South Tangerang City General Hospital. Sampling was carried out using the total sampling technique where the entire population was used as a research sample.

The questionnaire was validated using Pearson Product Moment correlation, with validity criteria being determined if the calculated r value $>$ the tabulated r value. Reliability was tested using Cronbach's Alpha coefficient, with the instrument considered reliable if the Cronbach's Alpha value > 0.6 .

Data were collected in May–June 2025 using a closed-ended questionnaire with a Likert scale of 1–5. Data analysis covered descriptive analysis (frequency distribution, percentage, mean, median, and standard deviation) and inferential analysis using path analysis.

Before conducting the path analysis, several assumption tests were conducted. Normality tests were conducted using the Kolmogorov-Smirnov test because the sample size was > 50 , with data considered normal if $p > 0.05$. Multicollinearity tests were conducted using the determinant value of the covariance matrix, where very small values indicate multicollinearity. Structural model fit tests were conducted using chi-square, with a chi-square to degrees of freedom ratio between 1–3 considered appropriate, while > 5 is considered a poor fit.

The coefficient of determination (R^2) was used to measure the contribution of exogenous variables to endogenous variables, as measured by the Adjusted R^2 value. Partial tests were conducted to demonstrate the influence of individual independent variables on the dependent variable.

Direct and indirect effect analyses were conducted to demonstrate the strength of the relationships between constructs, both direct and indirect. All statistical analyses were conducted using IBM SPSS version 27 software.

This research method is expected to yield valid and reliable results regarding the influence of leadership style and communication skills on career progression, with staff performance as an intervening variable in the Radiology Department of South Tangerang City General Hospital.

RESULTS

Normality Test

The normality test aims to determine whether, in a path analysis model, the dependent variable, the independent variable, or both have a normal or non-normal distribution. A research equation/model consists of several variables with tens or hundreds of data points for each variable. Before proceeding with the data analysis stage, it must be verified that the data is normally distributed so that it is suitable for further analysis. The results of the normality test are shown below.

Table 1. Results of Normality Test

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		<i>Unstandardized Residual</i>
<i>N</i>		73
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	0,0000000
	<i>Std. Deviation</i>	7,30489863
<i>Most Extreme Differences</i>	<i>Absolute</i>	0,073
	<i>Positive</i>	0,070
	<i>Negative</i>	-0,073
<i>Kolmogorov-Smirnov Z</i>		0,625
<i>Asymp. Sig. (2-tailed)</i>		0,829
<i>a. Test distribution is Normal.</i>		
<i>b. Calculated from data.</i>		

Source: Data processed by the researcher

The Kolmogorov-Smirnov test, with a 95% confidence level, indicates that the data are normally distributed, with a p-value of 0.829 ($p > 0.05$).

Multicollinearity Test

This test is performed by examining the determinant of the covariance matrix. A very small value indicates multicollinearity. This study demonstrates as follows.

Table 2. Multicollinearity Test

<i>Coefficients^a</i>			
Model		<i>Collinearity Statistics</i>	
		Tolerance	VIF
1	Leadership Style	0,913	1,096
	Communication Skills	0,330	3,027
	Staff Performance	0,315	3,170
<i>a. Dependent Variable: Career Paths</i>			

Source: Data processed by the researcher

Based on the multicollinearity test, a tolerance value of >0.100 and a VIF of <10.00 indicate that the variables included in the model do not exhibit multicollinearity.

Heteroscedasticity Test

The heteroscedasticity test is used to detect the presence or absence of unequal residual (error) variances in the model. In path analysis, the expected assumption is that residuals have homogeneous variances (homoscedasticity). The results of the heteroscedasticity test are shown below.

Table 3. Results of Heteroscedasticity Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-6.099	4.612		-1.323	0,190
Leadership Style	-0.143	0,059	-0.260	-2.416	0,018
Communication Skills	0.248	0,098	0.454	2.537	0,013
Staff Performance	0.014	0,039	0.064	0.351	0,727

a. Dependent Variable: ABS_RES

Source: Data processed by the researcher

The Glejser test found that the variables leadership style and communication skills exhibited heteroscedasticity with p-values of 0.018 and 0.013 (<0.05), respectively. Meanwhile, the staff performance variable did not exhibit heteroscedasticity, with a p-value of 0.727 (>0.05).

Path Analysis

Partial Test

The partial test between the independent variables (leadership style and communication skills) and the intervening variable (staff performance) and the dependent variable (career path) is shown below.

Table 4. Results of Partial Test

<i>Variabel</i>	<i>Beta</i>	<i>t</i>	<i>P value</i>	<i>Remarks</i>
Leadership Style - Career Paths	0,205	1,763	0,083	H2 rejected
Communication Skills – Career Paths	0,546	5,488	0,000	H3 accepted
Leadership Style – Staff Performance	0,289	2,540	0,013	H4 accepted
Communication Skills – Staff Performance	0,817	11,945	0,000	H5 accepted
Staff Performance – Career Paths	0,652	7,255	0,000	H6 accepted

Source: Data processed by the researcher

The results of the hypothesis testing based on the table above can be explained as follows:
A linear regression test with a 95% confidence interval indicates that leadership style influences career paths in the radiology department of South Tangerang City General Hospital, with a significance p-value of 0.083 ($p>0.05$).

Hypothesis H2, stating that leadership style has a significant influence on career path, is rejected.

The influence of communication skills on career path in the radiology department of South Tangerang City General Hospital.

A linear regression test with a 95% confidence interval indicates that communication skills influence career path, with a significance p-value of <0.00 ($p<0.05$).

Hypothesis H3, stating that communication skills have a significant influence on career path, is accepted.

The influence of leadership style on staff performance in the radiology department of South Tangerang City General Hospital.

A linear regression test with a 95% confidence interval indicates an influence of leadership style on staff performance, with a p-value of 0.013 ($p<0.05$).

Hypothesis H4, stating that leadership style has a significant influence on staff performance, is accepted.

The influence of communication skills on staff performance in the radiology department of South Tangerang City General Hospital.

A linear regression test with a 95% confidence interval indicates that communication skills influence staff performance, with a p-value of <0.00 ($p<0.05$).

Hypothesis H5, stating that communication skills have a significant influence on staff performance, is accepted.

The influence of staff performance on career paths in the radiology department of South Tangerang City General Hospital.

A linear regression test with a 95% confidence interval indicates that staff performance has an influence on career s, with a significance p-value of <0.00 ($p<0.05$).

Hypothesis H3, stating that staff performance has a significant influence on career paths, is accepted.

Comparative Analysis

This comparative analysis aims to identify differences in perceptions of leadership styles among various professional groups or functional positions in the hospital. Using a statistical approach, we tested the similarity of averages between groups to assess the extent to which the leadership styles applied were perceived equally by all healthcare workers.

Table 5. Career Paths Descriptive

Career Paths	N	Mean	Std. Deviation
<i>Dokter Ahli – Madya</i> (Specialist Physician – Associate)	1	40.00	.
<i>Non PNS - Dokter Spesialis</i> (Non-Civil Servant – Specialist)	2	52.00	14.142
<i>Dokter Ahli – Muda</i> (Specialist Physician – Junior)	3	54.67	12.702
<i>Non PNS - Dokter Umum</i> (Non-Civil Servant - General Practitioner)	5	45.80	3.347
<i>Dokter Madya</i> (Associate Physician)	1	57.00	.
<i>Jabatan Fungsional - Ahli Pertama</i> (Functional Position - First Expert)	2	49.50	2.121
<i>Radiografer Fungsional – Pelaksana</i> (Functional Radiographer – Executive)	13	50.54	6.839
<i>Radiografer Ahli - Madya</i> (Radiographer – Associate Expert)	2	53.50	2.121
<i>Perawat Terampil - Mahir</i> (Skilled Nurse – Advanced)	12	54.08	10.040
<i>Radiografer Ahli – Pertama</i> (Radiographer – First Expert)	1	49.00	.
<i>Perawat Ahli – Pertama</i> (Nurse – First Expert)	8	54.13	3.399
<i>Perawat Terampil – Penyelia</i> (Skilled Nurse – Supervisor)	6	44.33	3.141
<i>Perawat Ahli – Madya</i> (Nurse – Associate Expert)	4	52.75	.957
<i>Elektromedis Terampil</i> (Skilled Electromedical)	4	51.75	7.228
<i>Administrasi</i> (Administrator)	6	49.00	4.000
<i>Fisikawan Medis Ahli – Pertama</i> (Medical Physicist – First Expert)	1	59.00	.

Career Paths	N	Mean	Std. Deviation
<i>Perawat Ahli – Muda</i> (Nurse – Junior Expert)	2	71.00	.000
Total	73	51.60	7.737

Source: Data processed by the researcher

The descriptive table above shows variations in the average perception scores of leadership styles based on job or profession groups in the hospital. The highest score was found in the Junior Expert Nurse group with an average score of 71.00, indicating that this group has a very positive perception of the leadership style applied. On the other hand, the Skilled Nurse - Supervisor and a Non-Civil-Servant - General Practitioner groups showed relatively low average scores, at 44.33 and 45.80 respectively, indicating a more negative or less satisfied perception of the leadership style. Meanwhile, other groups, such as Junior Expert Doctors, Intermediate Expert Radiographers, and Junior Expert Nurses, were in the score range of 50–55, reflecting moderate perceptions. Overall, the total average score was 51.60 with a standard deviation of 7.737, indicating a fairly high variation in perceptions between groups.

Table 6. Result of Homogeneity Test

		Levene Statistic	df1	df2	Sig.
Leadership Style	Based on Mean	2.844	12	56	.004
	Based on Median	1.606	12	56	.117
	Based on Median and with adjusted df	1.606	12	19.269	.171
	Based on trimmed mean	2.733	12	56	.006

Source: Data processed by the researcher

In the homogeneity test table, Levene's test was conducted to determine whether the variance between job groups was homogeneous. Based on the test results using the mean as a reference, a significance value of 0.004 was obtained. This value is less than 0.05, indicating that there are differences in variance between groups, or in other words, the data does not meet the assumption of homogeneity of variance.

Table 7. Results of ANOVA Test

ANOVA					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1693.157	16	105.822	2.265	.013
Within Groups	2616.322	56	46.720		
Total	4309.479	72			

Source: Data processed by the researcher

The ANOVA test results were used to determine whether there were significant differences in perceptions of leadership styles between job groups. The F-value obtained was 2.265 with a significance of $p = 0.013$. Since the p-value is less than 0.05, it can be concluded that there are statistically significant differences in perceptions of leadership styles between the professional groups studied. Thus, not all positions perceive the leadership style applied in the same way. Some groups may perceive the leadership style as effective and supportive while others may feel less cared for or less suited to the current leadership style. This is important for further evaluation, so that the leadership approach can be more tailored to the needs of each work unit.

DISCUSSION

The Influence of Leadership Style and Communication Skills on Career Path with Staff Performance as an Intervening Variable in the Radiology Unit of South Tangerang City General Hospital

A path analysis explaining the influence of leadership style and communication skills on staff performance on career path revealed that staff performance serves as an effective intervening variable in the relationship between leadership style and communication skills on career path. Although the direct effect of leadership style on career path was insignificant (0.02), the indirect effect through staff performance was greater (0.08). This suggests that leadership style influences career path primarily through improving staff performance.

These findings align with the theory of Amirullah and Budiyo (2020) which states that leadership style is how leaders influence their subordinates to achieve common goals and can be a key factor in building good performance. In this study, the democratic leadership style received a positive response. Democratic leadership is a style that values two-way communication and staff involvement in decision-making. This has been shown to increase staff responsibility and loyalty, ultimately improving their performance. This good performance is a crucial factor in the promotion and career development process, as noted by Marwansyah (2020) and Lang YC (2019), who emphasized the importance of leadership in providing direction and clarity in career paths.

Based on calculations, communication skills also showed a direct influence on career paths of 0.039, but the indirect influence through staff performance was much greater (0.486). These findings indicate that effective communication is more effective in influencing career paths when mediated by improved staff performance.

These results are consistent with the literature from Hermawati et al. (2022) and Soekardi et al. (2020) which states that organizational communication plays a crucial role in improving performance and job satisfaction. Ruben and Steward (2021), in their theory of organizational communication climate, emphasize that good communication can create higher job satisfaction and productivity. This aligns with empirical research data, where top-down, bottom-up, horizontal, and diagonal communication all show positive responses. Open communication allows staff to express aspirations, receive clear direction, and collaborate across units which supports the creation of an effective work environment and fosters career development.

Staff performance acts as a strong intervenor between leadership style and communication skills and career progression. These findings align with the opinions of Handoko (2019), Rivai (2019), and Setiyawan (2019) that performance is the result of task execution, influenced by motivation, communication, and leadership.

This study shows that communication skills play a more dominant role than leadership style in influencing staff career paths in radiology installations. Staff performance proved to be an effective intervening variable, indicating that career advancement efforts should focus on improving performance first. These findings provide important insights for hospital management in designing more effective human resource development strategies.

The Influence of Leadership Style on Career Paths in the Radiology Unit of South Tangerang City General Hospital

Based on the results of the regression analysis, the direct effect of leadership style on career paths was not significant ($p\text{-value} = 0.083 > 0.05$). This indicates that although leadership style plays an important role in directing the team, it does not directly improve staff career paths.

In theory, leadership style refers to a leader's behavioral patterns in influencing subordinates to achieve organizational goals (Amirullah and Budiyo). While leadership style does not directly impact career paths, this may occur because staff require concrete evidence of performance before being eligible for promotion. This is also supported by the results of a study by Juniati et al. (2021) which showed that career development is influenced by a combination of leadership style and performance, not just a single factor.

The Influence of Communication Skills on Career Paths in the Radiology Unit at South Tangerang City General Hospital

Communication skills have a significant direct influence on career paths, with a $p\text{-value}$ of 0.000 ($p < 0.05$). This finding supports Ruben & Steward's theory that a positive organizational communication climate increases job satisfaction and productivity. Effective communication, whether from superiors to subordinates (downward), from subordinates to superiors (upward), or between colleagues (horizontal), can create openness, reduce conflict, and encourage staff development.

Soekardi et al. (2020) in their research in the radiology installation unit also found that communication skills significantly influence staff performance. Indirectly, the influence of communication skills on career paths through staff performance was even stronger (0.486), indicating that good communication drives improved performance which in turn becomes a key asset in the promotion process. According to Anshori et al. (2023), internal communication performs four vital functions in hospitals: informative, regulatory, persuasive, and integrative. These functions contribute to the creation of a strong organizational identity and a dynamic work environment. Good communication skills enable staff to access information about career development opportunities, build networks that support career advancement, convey aspirations and self-development needs, and obtain constructive feedback for performance improvement.

The Influence of Leadership Style on Staff Performance in the Radiology Unit of South Tangerang City General Hospital

The results of the study indicate that leadership style significantly influences staff performance, with a $p\text{-value}$ of 0.013. This indicates that the leadership style implemented by the leadership of the Radiology Unit of South Tangerang City General Hospital contributes to improving staff performance.

Of the leadership dimensions studied, the democratic style was the most dominant among staff. This style is characterized by staff involvement in decision-making, two-way communication, and work motivation. These results align with the theory of Amirullah and Budiyo which states that a democratic leadership style plays a crucial role in creating a conducive, harmonious, and participatory work environment.

These findings also support Agustin's (2020) research which found that leadership style has a positive and significant impact on staff performance. The implementation of a positive leadership style can increase staff loyalty and productivity, as well as reduce turnover and workplace conflict. Hermawati et al. (2022) also stated that organizational communication influenced by leadership style effectively improves the motivation and performance of healthcare workers.

The Influence of Communication Skills on Staff Performance in the Radiology Unit of South Tangerang City General Hospital

Communication skills demonstrated the most significant influence on staff performance, with a significance value of $p < 0.000$. This means that the better the communication skills in the workplace, the higher the staff performance.

The communication in question encompasses four main directions: vertical (top-down and bottom-up), horizontal (between staff at the same level), and diagonal (across departments/units). These results underscore the importance of open communication among staff and between staff and management in building strong work coordination. Communication within a hospital organization encompasses informative, regulatory, persuasive, and integrative functions, all of which support work coordination and effectiveness (Anshori et al., 2023).

This is consistent with the opinion of Hermawati et al. (2022) who stated that organizational communication has a positive effect on work motivation and performance of healthcare workers. Effective communication creates transparency, improves work morale, accelerates decision-making, and minimizes internal conflict. These results also support research by Hermawan & Suwandana (2019), which showed a significant relationship between communication and employee performance. Effective communication contributes to staff performance through the delivery of clear information about tasks and work procedures, better coordination between team members, reduced errors in patient care, increased trust and teamwork, and faster and more efficient decision-making.

The Influence of Staff Performance on Career Paths in the Radiology Unit of South Tangerang City General Hospital

Staff performance has a highly significant influence on career paths, with a significance value of $p < 0.000$. This finding aligns with career development theory which states that performance is a key factor in career advancement. This finding aligns with the theory of Handoko and Rivai, as well as the research findings of Ekayadi (2015) which states that high performance increases career development opportunities and staff loyalty to the organization.

Performance encompasses aspects of work quality, quantity, reliability, attitude, and adherence to tasks and targets. These results indicate that the hospital places significant emphasis on work performance in determining staff promotions or advancement. According to Lang YC's career development theory, a clear career path must be based on measurable performance, including functional categories (junior expert, associate expert, main expert) as regulated by Regulation of the Minister of Administrative and Bureaucratic Reform No. 1 of 2023.

Comparative Analysis of Leadership Styles Across Positions

Based on the results of the ANOVA test, significant differences in perceptions of leadership styles were found among professional groups in the hospital. This can be seen in the variation of mean scores, with some groups, such as Junior Specialist Nurses, showing very high perception scores, while others, such as Skilled Nurse Supervisors and Non-Civil Servant General Practitioners, tended to rate them lower. This indicates that the leadership style applied is not perceived equally by all staff and tends to differ depending on their position or title.

However, despite these differences in perception, the results of the second hypothesis test (H2) indicate that leadership style does not have a significant direct influence on staff career paths. Therefore, this hypothesis is rejected. This finding suggests that positive perceptions of leadership style alone are not strong enough to influence career advancement, especially in environments where career paths are still dependent on broader structural, administrative, or policy factors.

Theoretically, this situation aligns with Marwansyah's (2021) opinion in a literature review which states that career development is largely influenced by the organization's internal systems, such as clear procedures, formal competencies, and objective assessment systems.

Therefore, even though a leader is open, communicative, or supportive of staff, if the existing career system is not transparent or does not accommodate fair performance appraisals, the influence of leadership style is limited.

Previous research conducted by Hermawati et al. (2022) also supports this finding, where organizational communication and work motivation were found to influence performance, but not directly on staff careers if there is no clear development structure. This suggests that leadership style remains important, but its impact on career paths is more indirect and requires support from a better HR management system.

Therefore, it is crucial for hospital management to focus not only on improving leadership competencies but also on strengthening a fairer, more transparent, and performance-based career development system. Only with the synergy between good leadership and a structured career system can develop the staff potential optimally and align with organizational goals.

CONCLUSIONS

1. The democratic leadership style proved to be the most dominant and had a significant influence on staff performance in the Radiology Unit of South Tangerang City General Hospital by providing a space for two-way and participatory communication that supports the achievement of organizational goals.
2. Good communication skills (vertical and horizontal) positively influence staff performance by building trust, collaboration, and shared understanding, which increases work effectiveness.
3. Leadership style and communication skills contribute to career development through staff performance as an intervening variable, strengthening the relationship between the variables.
4. Staff performance has been shown to significantly mediate the relationship between leadership style and communication skills on career progression, with higher performance indicating greater career advancement opportunities.
5. There are significant differences in perceptions of leadership style based on profession, with Junior Specialist Nurses giving the highest rating (71.00), while Skilled Nurse Supervisors (44.33) and Non-Civil-Servant General Practitioners (45.80), gave lower ratings with the data failing to meet the assumption of homogeneity of variance.
6. Although there are differences in perception between professions, leadership style does not have a direct influence on staff career levels, but rather has an indirect effect and requires the support of a structured HR management system.

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