

The impact of democratic leadership style on job performance in the Cement Industry



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ABSTRACT

This study aims to examine the effects of talent development, talent retention, democratic leadership style, and transformational leadership style on job performance, with job satisfaction as a mediating variable among employees of cement industry. A quantitative research design was employed using survey data collected from 188 employees. The proposed relationships were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS. The results indicate that talent development, talent retention, and democratic leadership style have positive and significant effects on both job performance and job satisfaction. In contrast, transformational leadership style does not have a significant effect on either job performance or job satisfaction. Furthermore, job satisfaction does not significantly influence job performance and fails to mediate the relationships between the independent variables and job performance. These findings suggest that employee performance is enhanced primarily through direct organizational practices related to talent management and participative leadership rather than through indirect motivational mechanisms. The study contributes to the human resource management literature by clarifying the relative effectiveness of talent management and leadership approaches in improving employee performance and offers practical implications for organizations seeking to strengthen workforce performance through evidence-based human resource strategies.

Keywords: Talent; Retention; Leadership; Satisfaction; Performance



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INTRODUCTION

The global manufacturing industry is undergoing a dynamic transformation driven by digitalization, production automation, operational efficiency demands, and increasing attention to sustainable business practices (Devani & Amalia, 2021). This transformation not only changes production systems but also requires companies to adjust human resource management strategies to keep pace with technological and market developments. The building materials industry, particularly cement, is directly affected because it must support infrastructure development while facing demands for energy efficiency, carbon emission reduction, and modern production technology adoption (Bappenas, 2021). This sector is also moving toward sustainable production through digitalization, resource efficiency, and workforce competency development (ILO, 2024). The implementation of Industry 4.0 encourages manufacturing firms to build flexible, integrated, and data-driven production systems, making adaptive and competent employees essential for organizational sustainability (Derigent et al., 2021).

The cement industry is capital-intensive and technology-intensive, meaning that company success depends not only on machinery capacity but also on the quality of human resources operating business processes (Hatumena et al., 2024). Cement production involves complex operational activities, large-scale machinery, continuous quality control, and high occupational safety standards, requiring employees with technical competence, adaptability, discipline, and collaboration skills (Wardani, 2022). The shift toward smart manufacturing also requires employees to develop digital skills, analytical abilities, and data-based decision-making capabilities (Wahyuni et al., 2024).

From a human resource management perspective, organizational competitiveness is strongly influenced by employee job performance. Job performance reflects individual success in completing tasks according to organizational standards, including quality, quantity, timeliness, effectiveness, and target achievement (Juwita et al., 2023). High employee performance contributes to productivity, operational efficiency, product quality, and strategic goal attainment, while poor performance may disrupt production processes, increase operational costs, reduce work quality, and weaken competitiveness (Fithraka & Rachmawati, 2023). Effective human resource practices also contribute to performance improvement and strengthen human resource sustainability as a source of competitive advantage (Suprayitno, 2024).

Employee performance is not formed automatically, but is influenced by individual and organizational factors such as competence, motivation, leadership effectiveness, organizational culture, reward systems, career development opportunities, and organizational learning (Gazi et al., 2024). Organizations that promote learning culture, knowledge sharing, and continuous competency improvement tend to generate better individual performance because employees become more adaptive to workplace changes (Cahyanto & Nurhayati, 2024). Competency development supported by effective organizational systems can also improve motivation and job satisfaction, which ultimately contributes to individual and organizational performance (Maulana & Pieter Tanesab, 2025).

In addition to technical competence, employee performance is also shaped by how employees evaluate their overall work experience. One important aspect in organizational behavior is job satisfaction (Ikwuo et al., 2025). Job satisfaction functions as a psychological mechanism that strengthens employee contribution, as satisfied employees tend to show higher motivation, commitment, and work quality (Siswanto, 2024). Conversely, low job satisfaction is often associated with absenteeism, lower employee engagement, higher turnover intention, and declining productivity. Thus, job

satisfaction is not only an indicator of employee psychological well-being, but also a strategic factor in maintaining and improving human resource performance.

Improving employee performance also depends on the organization's ability to develop employee potential continuously. Business environment changes, rapid digitalization, and increasingly complex work make competency development an integral part of organizational strategy (Amelia & Rofaida, 2023). Talent development is viewed as a strategic investment because it creates an adaptive, innovative workforce capable of responding effectively to business changes (Tsaousiotis et al., 2025). It is no longer limited to training administration, but includes coaching, mentoring, job rotation, and career development, which may increase motivation, psychological attachment, and job satisfaction (Hamsal et al., 2024). Competency development also strengthens human capital, enabling organizations to face changing business environments more effectively (Garavan et al., 2021).

The urgency of talent development is especially high in manufacturing, as Industry 4.0 requires employees to master digital technology, data analysis, automation, and information-based decision-making. Companies must develop upskilling and reskilling systems to ensure workforce competencies remain aligned with industrial technology development (Hapipi, 2024). In this context, talent development strengthens organizational capacity to maintain productivity, improve innovation, and sustain operations amid changing business conditions (Tsaousiotis et al., 2025). Besides developing competence, organizations must also retain experienced and strategic employees so they continue contributing to company goals (Hendrawan et al., 2024). Talent retention is the organization's ability to retain employees with competence, experience, and high potential (Mazlan & Jambulingam, 2023). Losing skilled employees may increase recruitment and training costs and weaken accumulated organizational knowledge (Costa et al., 2024).

Leadership is another key factor in directing, coordinating, and empowering employees. Organizations need leadership styles that encourage open communication, participation, and a sense of ownership in organizational decisions (Mefi & Asoba, 2021). Democratic leadership style involves employees in decision-making, provides opportunities to express opinions, and emphasizes participative work relationships. This style increases employee ownership because employees are not only task executors but also part of organizational problem-solving (Shonk, 2026). Democratic leadership promotes shared responsibility, two-way communication, and appreciation of employee contributions, creating a collaborative work environment (Mefi & Asoba, 2021). In participative work relationships, employees can express ideas and engage in problem-solving openly and cooperatively (Dike & Madubueze, 2019). In manufacturing, democratic leadership is relevant because production requires coordination, procedural compliance, and cross-functional communication. Employee involvement may strengthen motivation because their contributions are valued (Wijaya et al., 2024), while also encouraging discipline, communication, and responsible work behavior (Yani et al., 2025).

Transformational leadership style is also important in understanding employee work behavior. Transformational leadership emphasizes the leader's ability to build vision, inspire employees, encourage change, and develop individual potential to achieve higher performance standards (Notarnicola et al., 2024). This leadership style is associated with visionary direction, individual consideration, intellectual stimulation, and inspirational motivation that influence employee attitudes. It is also relevant for

organizations that require adaptation, as leaders not only manage work but also build employees' psychological readiness for change (Adawiyah & Sopiah, 2023).

Based on the discussion, job performance, job satisfaction, talent development, talent retention, democratic leadership style, and transformational leadership style are interrelated in shaping employees' work experience. In the cement industry, which is technical, procedural, and production-target oriented, these relationships are important because organizational success depends not only on machines and technology but also on employee readiness, satisfaction, and contribution. In the context of Semen Merah Putih in Bayah, local employees are closely related to operational target achievement and the sustainability of company relations with the surrounding community. Therefore, this study aims to analyze the effect of talent development, talent retention, democratic leadership style, and transformational leadership style on job performance, both directly and through job satisfaction as a mediating variable, among local employees of PT Semen Merah Putih in Bayah.

LITERATURE REVIEW, CONCEPTUAL FRAMEWORK, AND HYPOTHESES

Talent Development

Talent development is a strategic component of human resource management that focuses on improving employees' competencies, knowledge, skills, and potential to meet current and future organizational needs (Collings, 2020). It is also considered a strategic investment because it helps organizations build adaptive and innovative human capital that supports sustainable competitive advantage in the era of digital transformation and technological change (Hapipi, 2024). More broadly, talent development integrates potential identification, competency improvement, and alignment between individual capabilities and organizational goals (Hamsal et al., 2024). Talent development can be measured through knowledge transfer, training opportunities, development opportunities, creativity, innovativeness, career planning, and organisational support and investment in employees (Abiwu & Martins, 2022). In this study, these indicators are simplified into five main indicators: knowledge transfer, training and development opportunities, creativity and innovation development, career planning, and organizational support and investment in employees.

Talent Retention

Talent retention is a strategic human resource management practice that emphasizes the organization's ability to retain employees with high competence, performance, and potential so they continue contributing to organizational goals (Menezes et al., 2025). This practice is an important part of talent management because attracting and developing talent will not provide optimal benefits if the organization is unable to retain potential employees through development opportunities, fair rewards, organizational support, and a conducive work environment (Dwiputrianti et al., 2023). Talent retention can be measured through talent retention strategy, job enrichment, job expansion, rewards for talented employees, and involvement in succession planning (Dwiputrianti et al., 2023). These five indicators are used in this study because they represent key organizational practices in retaining potential employees, from retention strategy and job development to appreciation and preparation for future strategic positions.

Democratic Leadership Style

Democratic leadership style refers to a leadership approach that emphasizes employee involvement in decision-making, two-way communication, shared responsibility, and

opportunities for employees to express ideas, suggestions, and opinions before decisions are made (Imran et al., 2025). This leadership style supports a collaborative work environment by encouraging open communication, improving leader-subordinate relationships, and strengthening employees' intrinsic motivation to contribute to the organization (Herlina et al., 2024). In modern organizations, democratic leadership is relevant because it can improve creativity, teamwork, job satisfaction, and innovative behavior through broader employee participation in work processes and problem-solving (Tarhan & Tutgun-Unal, 2021). In this study, democratic leadership style is measured through five indicators: employee involvement in decision-making, open communication, shared managerial responsibility, encouragement to share ideas, and teamwork, which are considered relevant to manufacturing work that requires coordination, communication, procedural compliance, and cross-functional collaboration (Imran et al., 2025).

Transformation Leadership Style

Transformational leadership style is a leadership approach that focuses on inspiring, motivating, and empowering employees to go beyond personal interests in achieving organizational goals. This leadership style positions leaders as change agents who influence employees' values, attitudes, and behavior through role modeling, motivation, intellectual stimulation, and individual consideration, thereby encouraging higher performance (Notarnicola et al., 2024). Transformational leadership is also widely applied because it can strengthen organizational commitment, job satisfaction, innovative behavior, and employee readiness for change. In this study, transformational leadership style is measured using five indicators developed by Kouzes and Posner, namely model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart (Shrestha, 2020). These indicators are used because they describe leaders' behaviors in becoming role models, building a shared vision, encouraging innovation, empowering employees, and appreciating employee contributions.

Job Satisfaction

Job satisfaction is an emotional state that reflects how positively individuals evaluate their work based on the comparison between expectations, needs, and work experiences within the organization (De Villiers & Mienie, 2025). High job satisfaction encourages motivation, organizational commitment, work engagement, and willingness to deliver better performance, while low job satisfaction is often associated with absenteeism, turnover intention, and declining productivity (Montuori et al., 2022). Job satisfaction is not only related to enjoyment of the work itself, but also includes satisfaction with supervisors, co-workers, career development opportunities, rewards, working conditions, and organizational policies (Bello et al., 2020). In this study, job satisfaction is measured using five indicators adapted from the Minnesota Satisfaction Questionnaire (MSQ), namely ability utilization, achievement, advancement, compensation, and working conditions, because these indicators represent both intrinsic and extrinsic aspects of job satisfaction (Nailissaadah & Suharnomo, 2022).

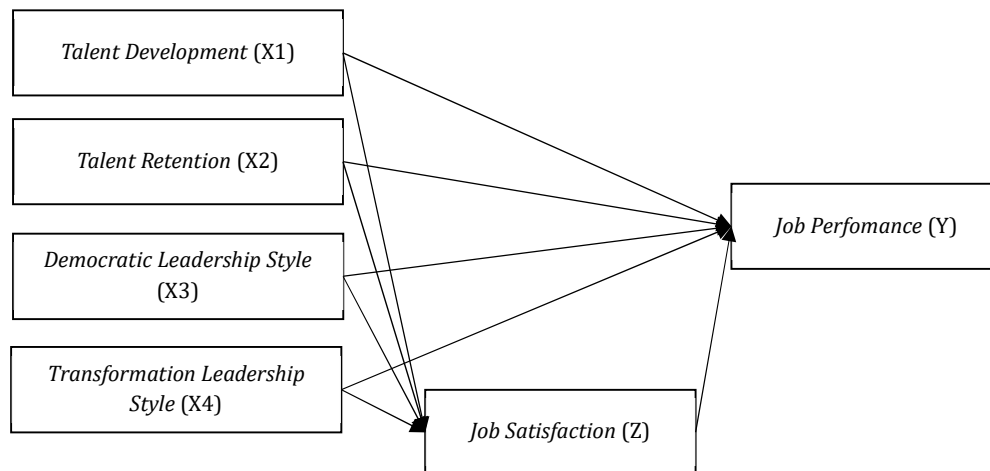
Job Performance

Job performance refers to the level of employee success in carrying out tasks, responsibilities, and work roles according to organizational goals and standards. This concept reflects not only work outcomes, but also work behaviors that support

organizational effectiveness, such as completing tasks, cooperating with others, adapting to change, and avoiding behaviors that may harm the organization. In human resource management, job performance is a key indicator of individual success because it directly relates to productivity, operational efficiency, and organizational goal achievement (Platania et al., 2023). This study refers to the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014), which measures individual performance through task performance, contextual performance, and counterproductive work behavior (Widyastuti et al., 2024). These indicators are used because they provide a comprehensive view of employee performance, covering core task completion, contribution to a supportive work environment, and avoidance of behaviors that hinder company goals.

Conceptual Framework

This study proposes a conceptual framework linking talent development, talent retention, democratic and transformational leadership styles, job satisfaction, and job performance. It incorporates the direct effects of the independent variables on job performance and job satisfaction, as well as the mediating role of job satisfaction. Figure 1 presents the proposed model, which is developed from the underlying theories and previous empirical studies and serves as the basis for formulating the research hypotheses.



Source: (Costa et al., 2024; Haegele, 2022; Hakim & Putra, 2026; Marwah et al., 2025; Muhajiroh & Noermijati, 2024; Pentury et al., 2025; Rakhmat & Sibarani, 2025; Riadi et al., 2025; Zahari et al., 2024)

Figure 1
Conceptual Framework

Hypotheses

The hypotheses in this study are formulated to examine the relationships among talent development, talent retention, democratic leadership style, transformational leadership style, job satisfaction, and job performance among local employees of cement industry. The proposed hypotheses are as follows:

H1: Talent development has a positive effect on job performance among local employees of cement industry.

H2: Talent development has a positive effect on job satisfaction among local employees of cement industry.

H3: Talent retention has a positive effect on job performance among local employees of cement industry.

H4: Talent retention has a positive effect on job satisfaction among local employees of cement industry.

H5: Democratic leadership style has a positive effect on job performance among local employees of cement industry.

H6: Democratic leadership style has a positive effect on job satisfaction among local employees of cement industry.

H7: Transformational leadership style has a positive effect on job performance among local employees of cement industry.

H8: Transformational leadership style has a positive effect on job satisfaction among local employees of cement industry.

H9: Job satisfaction has a positive effect on job performance among local employees of cement industry.

H10: Job satisfaction mediates the effect of talent development on job performance among local employees of cement industry.

H11: Job satisfaction mediates the effect of talent retention on job performance among local employees of cement industry.

H12: Job satisfaction mediates the effect of democratic leadership style on job performance among local employees of cement industry.

H13: Job satisfaction mediates the effect of transformational leadership style on job performance among local employees of cement industry.

METHOD

This study employed a quantitative explanatory research design to examine the effect of talent development, talent retention, democratic leadership style, and transformational leadership style on job performance, with job satisfaction as a mediating variable (Sugiyono, 2023). The population comprised 957 employees of cement industry. The minimum sample size was calculated using the Slovin formula with a 10% margin of error, resulting in a minimum requirement of 91 respondents (Hardani et al., 2020). Respondents were selected using voluntary response sampling, a non-probability sampling technique in which employees who met the research criteria and were willing to participate completed the questionnaire (Ghozali, 2018). Following the data collection process, 188 completed questionnaires were obtained and included in the analysis.

Primary data were collected using a five-point Likert scale questionnaire, while secondary data were gathered from books, journals, reports, and relevant documents. The

research indicators were adapted from Abiwu and Martins (2022), Dwiputrianti et al. (2023), Imran et al. (2025), Kouzes and Posner as adopted by Shrestha (2020), the Minnesota Satisfaction Questionnaire (MSQ), and the Individual Work Performance Questionnaire (IWPQ). Data were analyzed using SEM-PLS with SmartPLS through outer model evaluation, inner model evaluation, and bootstrapping to test both direct and indirect effects through job satisfaction (Hair et al., 2021).

RESULTS AND DISCUSSION

Data Analysis

After the data collection process, 188 respondents completed the research questionnaire. This number exceeded the minimum required sample, indicating that the data were sufficient for analysis. Table 1 presents the demographic characteristics of the respondents, including gender, age, and educational background, which provide an overview of the sample used in this study.

Table 1
Demographic Characteristics of Respondents

Characteristics	Category	Total (n)	Percentage (%)
Gender	Male	89	47,34
	Female	99	52,66
Age	22–24 Years	52	27,66
	26–35 Years	67	35,64
	36–45 Years	46	24,47
	46–55 Years	20	10,64
	>56 Years	3	1,60
	Senior High School/Equivalent	23	12,23
Last Education	Diploma (D3)	34	18,09
	Bachelor's Degree (S1)	112	59,57
	Master's Degree (S2)	16	8,51
	Doctoral Degree (S3)	3	1,60
Total		188	100,00

Source: Author's calculations, 2026

Based on gender, the respondents consisted of 89 males (47.34%) and 99 females (52.66%), showing a relatively balanced gender distribution. In terms of age, most respondents were aged 26–35 years (35.64%), followed by 22–24 years (27.66%), 36–45 years (24.47%), 46–55 years (10.64%), and above 56 years (1.60%), indicating that most respondents were in the early to middle productive age group. Regarding educational background, most respondents held a bachelor's degree (S1), totaling 112 respondents (59.57%), followed by diploma graduates (18.09%), senior high school graduates (12.23%), master's degree holders (8.51%), and doctoral degree holders (1.60%). Overall, the respondents were dominated by individuals with higher education backgrounds.

Outer Model

In this study, convergent validity was evaluated using outer loading and Average Variance Extracted (AVE) values. A construct is considered to meet convergent validity when the outer loading value is above 0.50 and the AVE value is greater than 0.50. If a construct did not meet the AVE criterion in the initial stage, model refinement was conducted by removing indicators with the lowest measurement contribution, followed by retesting until all constructs met the convergent validity criteria (Hair et al., 2021). Table 2

presents the convergent validity results for the Job Performance construct before and after model refinement. Table 2 presents the convergent validity results for the Job Performance construct before and after model refinement.

Table 2
Convergent Validity of the Job Performance Variable

Indicator	Outer Loading	AVE
Before Refinement		
JP1	0.722	0.323
JP2	0.519	
JP3	0.659	
After Refinement		
JP1	0.845	0.652
JP3	0.768	

Source: Author's calculations, 2026

The results of the convergent validity test for the Job Performance variable show that before model refinement, this construct did not meet the convergent validity criteria because the AVE value was 0.323, which was below the minimum threshold of 0.50. Model refinement was conducted by removing the indicator with a low measurement contribution. After retesting, the two retained indicators, JP1 and JP3, had outer loading values of 0.845 and 0.768, respectively, while the AVE increased to 0.652. These results indicate that the Job Performance variable met the convergent validity criteria. Table 3 presents the convergent validity results for the Job Satisfaction construct before and after model refinement.

Table 3
Convergent Validity of the Job Satisfaction Variable

Indicator	Outer Loading	AVE
Before Refinement		
JS1	0.633	0.346
JS2	0.504	
JS3	0.519	
JS4	0.581	
JS5	0.686	
After Refinement		
JS1	0.802	0.679
JS5	0.846	

Source: Author's calculations, 2026

The results of the convergent validity test for the Job Satisfaction variable show that before model refinement, this construct did not meet the convergent validity criteria because the AVE value was 0.346, which was below the minimum threshold of 0.50. Therefore, model refinement was conducted by removing three indicators with the lowest measurement contribution. After retesting, the two remaining indicators, JS1 and JS5, had outer loading values of 0.802 and 0.846, respectively, while the AVE increased to 0.679. These results indicate that the Job Satisfaction variable met the convergent validity criteria. Table 4 summarizes the convergent validity results for the Talent Development construct before and after model refinement.

Table 4
Convergent Validity of the Talent Development Variable

Indicator	Outer Loading	AVE
Before Refinement		
TD1	0.772	0.342
TD2	0.663	
TD3	0.376	
TD4	0.438	
TD5	0.584	
After Refinement		
TD1	0.802	0.658
TD2	0.846	

Source: Author's calculations, 2026

The results of the convergent validity test for the Talent Development variable show that before model refinement, this construct did not meet the convergent validity criteria because the AVE value was 0.342. To improve the quality of the measurement model, three indicators with the lowest contribution values were eliminated. After retesting, the two retained indicators, TD1 and TD2, had outer loading values of 0.802 and 0.846, respectively, while the AVE increased to 0.658. This value met the convergent validity criteria; therefore, the Talent Development variable was declared valid. Table 5 reports the convergent validity results for the Talent Retention construct before and after model refinement.

Table 5
Convergent Validity of the Talent Retention Variable

Indicator	Outer Loading	AVE
Before Refinement		
TR1	0.724	0.377
TR2	0.676	
TR3	0.423	
TR4	0.503	
TR5	0.687	
After Refinement		
TR1	0.778	0.532
TR2	0.695	
TR5	0.713	

Source: Author's calculations, 2026

The results of the convergent validity test for the Talent Retention variable show that the AVE value before model refinement was 0.377, indicating that it did not meet the convergent validity criteria. After eliminating two indicators with the lowest measurement contribution, the retesting results showed that the three retained indicators, namely TR1, TR2, and TR5, had outer loading values of 0.778, 0.695, and 0.713, respectively, while the AVE increased to 0.532. These results indicate that the Talent Retention variable met the requirements for convergent validity. Table 6 presents the convergent validity results for the Democratic Leadership Style construct before and after model refinement.

Table 6
Convergent Validity of the Democratic Leadership Style Variable

Indicator	Outer Loading	AVE
Before Refinement		
DLS1	0.802	0.410
DLS2	0.606	
DLS3	0.465	
DLS4	0.531	
DLS5	0.737	
After Refinement		
DLS1	0.819	0.583
DLS2	0.674	
DLS5	0.790	

Source: Author's calculations, 2026

The results of the convergent validity test for the Democratic Leadership Style variable show that before model refinement, this construct produced an AVE value of 0.410, which was below the required minimum value. Model refinement was conducted by removing two indicators with the lowest measurement contribution. After retesting, the three retained indicators, namely DLS1, DLS2, and DLS5, had outer loading values of 0.819, 0.674, and 0.790, respectively, while the AVE increased to 0.583. Therefore, the Democratic Leadership Style variable met the convergent validity criteria. Table 7 reports the convergent validity results for the Transformational Leadership Style construct before and after model refinement.

Table 7
Convergent Validity of the Transformational Leadership Style Variable

Indicator	Outer Loading	AVE
Before Refinement		
TLS1	0.680	0.417
TLS2	0.624	
TLS3	0.598	
TLS4	0.586	
TLS5	0.728	
After Refinement		
TLS1	0.666	0.551
TLS2	0.714	
TLS5	0.836	

Source: Author's calculations, 2026

The results of the convergent validity test for the Transformational Leadership Style variable show that before model refinement, the AVE value was 0.417, meaning that the construct did not meet the convergent validity requirement. Model refinement was then conducted by removing two indicators with the lowest measurement contribution. The retesting results showed that the three retained indicators, namely TLS1, TLS2, and TLS5, had outer loading values of 0.666, 0.714, and 0.836, respectively, while the AVE increased to 0.551. This value met the convergent validity criteria; therefore, the Transformational Leadership Style variable was declared valid.

Discriminant validity was assessed to ensure that each construct in the research model was clearly distinct from the others. An indicator meets discriminant validity when its loading value on the intended construct is higher than its loading values on other

constructs (Hair et al., 2021). Table 8 presents the cross-loading results used to evaluate the discriminant validity of all constructs in the research model.

Table 8
Discriminant Validity Using Cross Loading

	JP	JS	TD	TR	DLS	TLS
JP1	0.845	0.245	0.379	0.311	0.324	0.209
JP3	0.768	0.273	0.307	0.307	0.176	0.191
JS1	0.266	0.802	0.308	0.352	0.303	0.153
JS5	0.259	0.846	0.363	0.363	0.370	0.374
TD1	0.355	0.324	0.812	0.364	0.258	0.346
TD2	0.338	0.339	0.810	0.281	0.326	0.223
TR1	0.338	0.323	0.320	0.778	0.110	0.104
TR2	0.230	0.336	0.290	0.695	0.244	0.275
TR5	0.260	0.290	0.258	0.713	0.387	0.281
DLS1	0.252	0.383	0.257	0.280	0.819	0.426
DLS2	0.195	0.213	0.308	0.212	0.674	0.372
DLS5	0.271	0.316	0.280	0.251	0.790	0.486
TLS1	0.135	0.184	0.170	0.133	0.387	0.666
TLS2	0.177	0.231	0.341	0.200	0.386	0.714
TLS5	0.226	0.296	0.262	0.289	0.473	0.836

Source: Author's calculations, 2026

Based on Table 8, all indicators have the highest loading values on their respective constructs. JP1 and JP3 load highest on Job Performance; JS1 and JS5 on Job Satisfaction; TD1 and TD2 on Talent Development; TR1, TR2, and TR5 on Talent Retention; DLS1, DLS2, and DLS5 on Democratic Leadership Style; and TLS1, TLS2, and TLS5 on Transformational Leadership Style. These results indicate that all indicators meet the discriminant validity criteria.

Reliability testing was conducted to assess the internal consistency of the indicators in measuring each construct. In this study, construct reliability was evaluated using Composite Reliability. A variable is considered reliable when its Composite Reliability value is greater than 0.70 (Hair et al., 2021). Table 9 presents the Composite Reliability values used to assess the internal consistency of each construct.

Table 9
Composite Reliability

Variable/Dimension	Composite Reliability
Job performance	0.806
Job satisfaction	0.789
Talent development	0.809
Talent retention	0.793
Democratic leadership style	0.785
Transformational Leadership Style	0.773

Source: Author's calculations, 2026

Based on Table 9, all variables have Composite Reliability values above 0.70. Job Performance obtained a value of 0.806, Job Satisfaction 0.789, Talent Development 0.809, Talent Retention 0.793, Democratic Leadership Style 0.785, and Transformational Leadership Style 0.773. Therefore, all constructs are reliable and show good internal consistency.

Inner Model

The coefficient of determination (R-Square) was used to measure the extent to which the independent variables explain the variation in the dependent variables. A higher R-Square value indicates a greater ability of the exogenous variables to explain changes in the endogenous variables (Hair et al., 2021). Table 10 reports the R-Square and Adjusted R-Square values for the Job Performance and Job Satisfaction models.

Table 10
Coefficient of Determination (R-Square)

Model	Coefficient of Determination	
	R Square	R Square Adjusted
Job performance	0.255	0.235
Job satisfaction	0.306	0.291

Source: Author's calculations, 2026

Based on Table 10, Job Performance has an Adjusted R-Square value of 0.235, indicating that Talent Development, Talent Retention, Democratic Leadership Style, Transformational Leadership Style, and Job Satisfaction collectively explain 23.5% of the variation in Job Performance, while the remaining 76.5% is influenced by other factors outside the research model. Meanwhile, Job Satisfaction has an Adjusted R-Square value of 0.291, meaning that Talent Development, Talent Retention, Democratic Leadership Style, and Transformational Leadership Style explain 29.1% of the variation in Job Satisfaction, while the remaining 70.9% is explained by other variables not included in this study. These results indicate that the model has a weak to moderate explanatory power, suggesting that other factors may also influence Job Performance and Job Satisfaction.

After testing the coefficient of determination, hypothesis testing was conducted to examine the direct and indirect effects among variables in the research model. The test was carried out by assessing the path coefficient, t-statistic, and p-value (Hair et al., 2021). Table 11 presents the results of the direct and indirect hypothesis testing based on the path coefficients, t-statistics, p-values, and corresponding decisions.

Table 11
Research Hypothesis Testing

	Hypothesis	Path Coefficient	T-Statistic	P-Value	Decision
H1	Talent development has a positive effect on job performance.	0.275	3.708	0.000**	H1
H2	Talent development has a positive effect on job satisfaction.	0.206	2.602	0.005**	H2
H3	Talent retention has a positive effect on job performance.	0.202	2.619	0.004**	H3
H4	Talent retention has a positive effect on job satisfaction.	0.264	3.164	0.001**	H4
H5	Democratic leadership style has a positive effect on job performance.	0.124	1.318	0.094*	H5
H6	Democratic leadership style has a positive effect on job satisfaction.	0.219	2.712	0.003**	H6
H7	Transformational leadership style has an effect on job performance.	0.001	0.006	0.497	H7

	Hypothesis	Path Coefficient	T-Statistic	P-Value	Decision
H8	Transformational leadership style has an effect on job satisfaction.	0.055	0.641	0.261	H8
H9	Job satisfaction has an effect on job performance.	0.067	0.823	0.205	H9
H10	Job satisfaction mediates the effect of talent development on job performance.	0.014	0.774	0.219	H10
H11	Job satisfaction mediates the effect of talent retention on job performance.	0.018	0.738	0.230	H11
H12	Job satisfaction mediates the effect of democratic leadership style on job performance.	0.015	0.720	0.236	H12
H13	Job satisfaction mediates the effect of transformational leadership style on job performance.	0.004	0.334	0.369	H13

Source: Author's calculations, 2026

Discussion

The results show that talent development has a positive effect on job performance. This indicates that knowledge transfer, training, creativity development, career planning, and organizational support can improve employees' ability to complete tasks effectively. In the context of cement industry, talent development is important because cement manufacturing requires technical competence, procedural mastery, accuracy, and readiness to adapt to work process changes. This finding is consistent with Hakim and Putra (2026), who found that talent management, particularly training and development, positively affects employee performance (Hakim & Putra, 2026). Talent development also has a positive effect on job satisfaction, showing that training opportunities, competency development, organizational support, and career clarity can strengthen employees' positive evaluation of their work. This finding supports Pentury et al. (2025), who found that training and development positively affect job satisfaction (Pentury et al., 2025).

Talent retention also has a positive effect on job performance. Retention strategies through job enrichment, job expansion, rewards, and succession planning can encourage employees to perform more optimally. In the cement industry, retained employees generally understand work systems, safety standards, production technology, and cross-functional coordination, enabling more consistent performance. This finding supports Hakim and Putra (2026), who found a positive effect of talent management on employee performance, and Costa et al. (2024), who emphasized the importance of a positive work environment and challenging jobs in retaining talent (Costa et al., 2024). Talent retention also improves job satisfaction because employees feel more valued through rewards, expanded responsibilities, and career opportunities. This is in line with Costa et al. (2024) and Haegele (2022), who highlighted the importance of talent retention and career mobility management (Haegele, 2022).

Democratic leadership style has a positive effect on job performance. This leadership style allows employees to participate in decision-making, express ideas, collaborate, and contribute to problem-solving. In cement manufacturing, where coordination and procedural compliance are essential, democratic leadership can improve communication and task effectiveness. This finding supports Zahari et al. (2024), who found that democratic leadership style positively affects employee performance (Zahari et al., 2024). Democratic leadership also positively affects job satisfaction because employees feel more appreciated when leaders encourage open communication, listen to opinions, and involve them in work processes. This participative leadership style can

create a more open, collaborative, and respectful work environment, supporting Zahari et al. (2024), who found that democratic leadership improves job satisfaction.

In contrast, transformational leadership style does not have a significant effect on job performance. Role modeling, shared vision, innovation encouragement, empowerment, and appreciation from leaders were not strong enough to directly improve employee performance. In cement manufacturing, performance is more strongly influenced by technical factors, operational standards, work experience, and production system support. This finding is consistent with Putri et al. (2025) and Marwah et al. (2025), who found that transformational leadership does not always directly affect employee performance (Marwah et al., 2025; Putri et al., 2025). Transformational leadership also does not significantly affect job satisfaction, suggesting that visionary and inspirational leadership may not be the main factor shaping satisfaction in this context. This differs from Rakhmat and Sibarani (2025), who found that transformational leadership can improve job satisfaction, indicating that organizational context may influence the relationship between variables (Rakhmat & Sibarani, 2025).

The results also show that job satisfaction does not significantly affect job performance. This means that employee satisfaction does not automatically lead to higher performance. At cement industry, performance is likely more influenced by technical competence, work discipline, production targets, operational procedures, and technological support than by job satisfaction alone. This finding differs from Zahari et al. (2024), Pentury et al. (2025), Riadi et al. (2025), and Marwah et al. (2025), who found a positive effect of job satisfaction on employee performance. The mediation test further shows that job satisfaction does not mediate the effect of talent development on job performance, meaning that talent development directly improves performance through competence, knowledge, skills, and work understanding without necessarily increasing satisfaction first.

Job satisfaction also does not mediate the effect of talent retention on job performance. Talent retention appears to directly maintain employee contribution because retained employees already have the experience, procedural understanding, and work skills needed to support operational performance. This finding can be related to Costa et al. (2024), who stated that talent retention is linked to a positive work environment and challenging jobs, although job satisfaction is not always the main mechanism for improving performance. Similarly, job satisfaction does not mediate the effect of democratic leadership style on job performance. Democratic leadership may directly improve performance through communication, participation, shared responsibility, and teamwork rather than through job satisfaction. This differs from Zahari et al. (2024), who found that job satisfaction mediates the relationship between democratic leadership and employee performance.

Lastly, job satisfaction does not mediate the effect of transformational leadership style on job performance. This finding is consistent with the direct test results showing that transformational leadership has no significant effect on either job satisfaction or job performance. In this context, employee performance is more strongly shaped by competence, training, work experience, and system effectiveness than by perceptions of transformational leadership. This result differs from Muhajiroh and Noermijati (2024) and Putri et al. (2025), who found that job satisfaction can mediate the relationship between transformational leadership and employee performance (Muhajiroh & Noermijati, 2024). Overall, the findings indicate that employee job performance at cement industry is more directly influenced by operational factors, particularly talent development, talent retention, and democratic leadership style. Therefore, the company

should prioritize competency strengthening, talent retention, participative communication, and supportive work systems to improve employee performance.

CONCLUSION AND SUGGESTIONS

This study shows that talent development, talent retention, and democratic leadership style play important roles in improving employee job performance and job satisfaction at cement industry. Talent development and talent retention were proven to strengthen employees' abilities, experience, engagement, and continuous contribution to the organization. Meanwhile, democratic leadership is relevant in the manufacturing context because it encourages open communication, participation, teamwork, and employee responsibility. In contrast, transformational leadership style was not proven to affect job performance or job satisfaction, and job satisfaction was also not proven to mediate the relationship between the independent variables and job performance.

The company is advised to strengthen talent development programs through technical training, knowledge transfer, cross-departmental learning, and clearer career planning. Talent retention strategies should also be improved through fair rewards, job enrichment, job expansion, and succession opportunities for potential employees. In addition, company leaders should maintain a democratic leadership style through two-way communication, employee involvement in decision-making, and opportunities for employees to express ideas.

Future researchers are encouraged to add other variables, such as compensation, work motivation, organizational culture, work environment, or employee engagement, so that the research model can explain employee performance more comprehensively.

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