



The Influence of Leadership on Employee Performance Mediated by the Job Satisfaction of the Secretariat of the Palembang City DPRD

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ABSTRACT

This study aims to analyze the effect of leadership on employee performance mediated by job satisfaction at the Regional House of Representatives (DPRD) Secretariat of Palembang City. This research employs a quantitative approach. The total sample consisted of 65 respondents. Data analysis was conducted using the Structural Equation Modeling-Partial Least Squares (SEM-PLS) method. The results indicate that leadership does not have a direct and significant effect on employee performance, meaning that performance improvement cannot be achieved solely through leadership enhancement. However, leadership has a positive and significant effect on job satisfaction, suggesting that the role of leaders is crucial in creating a sense of comfort, fairness, and appreciation in the workplace. Job satisfaction has a positive and significant effect on employee performance, indicating that employees who are satisfied tend to demonstrate better performance. Furthermore, job satisfaction fully mediates the relationship between leadership and employee performance, implying that leadership can improve performance indirectly through increasing employees' job satisfaction.

INTRODUCTION

Employee performance is the first indicator of the success of an organization to achieve the goals that have been set, both in the public and private sectors. Based on the context of government organizations, the work results of employees can not only be evaluated based on the quantity of work output, but also based on the quality of public services that can be provided to the community. Therefore, improving employee work results is a must in order to support the realization of good governance, which prioritizes the principles of effectiveness, efficiency, and transparency, and can be held accountable.

The Secretariat of the Palembang City DPRD as a supporting element of the DPRD has an important role in supporting the realization of legislation, budgeting, and monitoring functions. The DPRD Secretariat Workforce is responsible for various administrative tasks, preparation of official documents, facilitation of DPRD activities, and services to council members and the community. Therefore, the performance of DPRD Secretariat employees greatly determines the smooth work process of the DPRD as a whole. Optimal employee work results will ensure that every administrative process runs on time, accurately, and in accordance with applicable regulations, on the other hand, low work results have the potential to hinder political decision-making and reduce the quality of public services.

In improving employee performance in the government environment, they face various challenges. Employees are faced with a complex bureaucratic system, layered work procedures, limited resources, and external pressure in the form of public demands for quality and fast public services. This condition requires leadership that is not only able to carry out administrative functions, but also can utilize human resources appropriately, build motivation, and produce a conducive work environment for improving employee work results.

Leadership is the main factor and plays a role in influencing employee behavior, attitudes, and performance. Effective leaders can set a clear direction, create transparent communication, and share support and example with their subordinates. Various leadership theories emphasize that the appropriate way of leading can spur the desire to work, job satisfaction, and finally the results of employee work. On the other hand, less effective leadership can cause unclear tasks, internal conflicts, and reduce employee morale and work results.

A number of previous studies have explained the positive impact of leadership style on employee work outcomes. Westerman et al. (2023) emphasized that adaptive and visionary leaders, especially in responding to the dynamics of changing work environments and digital transformation, make a significant contribution to optimizing organizational work outcomes. Kane et al. (2023) found that leaders who are able to encourage innovation and organizational culture change can increase the usefulness and usefulness of employee work results, including in the public sector.

However, the relationship between leadership style and employee work results does not always take place directly. In this case, job satisfaction is one of the important variables that can explain the mechanism of how leadership affects performance. Job satisfaction reflects the level of employees' positive feelings

about their work results, which is ultimately formed through perceptions of compensation, work environment, relationships with superiors and colleagues, career development opportunities, and recognition of performance given.

According to Locke (2022), job satisfaction is the result of an individual's assessment process of the work conditions they experience, which is very strongly related to motivation and work results. Employees who feel a high level of job satisfaction tend to show greater commitment, more productivity, and loyalty to the organization. On the other hand dissatisfaction can trigger various problems, such as low work morale, increased absenteeism, and decreased performance quality.

Herzberg's research (2023) reinforces the view that job satisfaction factors, such as rewards, recognition, and growth opportunities, have a significant impact on employee performance and retention. Meanwhile, Deci and Ryan (2023) with the theory of self-determination explain that leadership can encourage autonomy, empowerment, and employee participation can increase intrinsic motivation, which in turn has an effect on increasing job satisfaction and employee performance.

A number of empirical studies have shown that work fulfillment has a role in the mediation variable in the relationship between leadership style and employee work results. Bakker and Albrecht (2022) found that supportive and participatory leadership can increase employee satisfaction and participation, which in turn has a positive effect on work outcomes. Denison (2023) revealed that effective leadership styles can function to form an organizational culture that helps increase job satisfaction levels and encourage sustainable employee work results.

Within the Palembang City DPRD Secretariat, through initial observations, a number of problems related to leadership style and increased employee job satisfaction were still identified. Some employees complained about the lack of effective communication between leaders and subordinates, lack of appreciation for employee ideas and initiatives, and lack of optimal leadership attention to employee welfare. In addition, the level of employee job satisfaction also tends to be not optimal, and is detected from work procedures that are so convoluted, the burden of administrative work is so increasing, the method of appreciation is felt to be inappropriate, and the limited opportunities for self-development and clarity of career paths.

These conditions have an impact on employee performance, among others, as seen from the delay in completing work, the low quality of administrative documents, and the lack of effective coordination between sections. If this problem is not managed properly, it can hinder the strategic role of the DPRD Secretariat in supporting the legislative, budgeting, and supervisory functions of the Palembang City DPRD.

Based on the description above, it can be produced that leadership has a crucial function to be able to increase employee work results, directly or indirectly by increasing the level of job satisfaction. Therefore, research on the impact of leadership style on employee work outcomes bridged by the level of job satisfaction in the Palembang City DPRD Secretariat is relevant to be carried

out. This study is expected to be able to share theoretical participation to improve the analysis of public sector human resource management, and provide useful recommendations for the leadership of the Palembang City DPRD Secretariat in formulating leadership strategies and policies that are able to maximize the fulfillment of work and employee work results consistently.

LITERATURE REVIEW

The Macro Theory applied in this investigation is the Theory of Organizational Behavior. This theory outlines the determinants of employee behavior within an organizational entity. Intrinsic factors, including leadership style and job satisfaction levels, are identified as elements that shape those behaviors. The implication is that these factors have a significant influence on staff productivity. In a public organization such as the Palembang City DPRD Secretariat, employee behavior cannot be separated from the leadership pattern applied by superiors, and with qualified leadership, a team can be motivated, directed to clear goals, and in an atmosphere that supports productivity. In addition, *the Theory of Organizational Behavior* emphasizes that job satisfaction is an important element that shapes positive employee behavior, increases commitment, and encourages productivity. Therefore, this theory is relevant and a strong foundation for explaining how leadership and job satisfaction levels simultaneously affect employee performance in a government institution.

Leadership plays a crucial role in the effectiveness of an organization. According to Northouse (2022), Leadership is a process in which a person exerts influence on a group of people in order to achieve a predetermined goal. In the context of public sector organizations such as Secretariat of the Palembang City DPRD, effective leadership is needed to ensure optimal performance in carrying out administrative tasks. Leadership in public organizations, such as the DPRD Secretariat, often has different challenges compared to the private sector. According to Van Wart (2023), leaders in the public sector must be able to balance the demands of external stakeholders, such as the public and politicians, as well as the internal needs of employees. This demands flexibility in leadership styles, especially when faced with dynamic and frequently changing conditions.

Leadership affects not only personal performance, but also the collective effectiveness of the task force. In a corporate environment such as the DPRD Secretariat, which relies on interdepartmental cooperation to carry out administrative functions and legislative support, effective leadership is indispensable to facilitate coordination between teams. According to Yukl (2023), a leadership approach that prioritizes cooperation between teams can strengthen the productivity and work results of an entity.

A study by Dinh et al. (2023) shows that collaborative leadership can also solve complex problems and facilitate innovation in teams. Leaders who act as facilitators and encouragers allow team members to work together more effectively, share knowledge, and find more creative solutions in completing administrative tasks.

In recent years, various contemporary leadership styles have emerged that are considered relevant to changing organizational dynamics, including in the public sector. One such leadership style is adaptive leadership, which according to Heifetz et al. (2023), is the ability of a leader to face unpredictable challenges with flexibility and innovation. Adaptive leaders are able to cope with changes in the dynamic organizational environment, especially in the public sector such as the DPRD Secretariat, where regulatory and policy changes often require rapid adjustments.

Values-based leadership is becoming increasingly important in the context of public organizations, where leaders are expected to exemplify ethical values and integrity. According to Kouzes and Posner (2023), value-based leadership is an approach that emphasizes the importance of leaders in upholding high moral and ethical standards, as well as creating a work environment that focuses on those values.

Job satisfaction, which reflects employees' positive perception of their duties, plays a crucial role in determining performance, both at the individual and organizational levels. As explained by Robbins and Judge (2022), job satisfaction includes various aspects, including the work environment, interaction between colleagues, remuneration structure, and appreciation for work results. Employees who feel satisfied tend to have a more solid attachment to the institution they belong to.

The level of job satisfaction not only serves as an independent element that influences work outcomes, but also acts as an intermediary between the leadership style applied and employee productivity. Based on the findings of a study by Jackson and Patel (2023), capable leadership contributes to increased employee job satisfaction, which further leads to an improvement in the quality of their performance. A leader in encouraging professional development, providing constructive feedback, and creating a conducive work environment will be able to increase employee satisfaction.

In addition to leadership and job satisfaction levels, there are other elements that contribute to employee performance. Shields and Rangarajan (2023) explain that in the public sector, employee performance is highly dependent on the quality of the training programs provided, the completeness of facilities and infrastructure, and the capacity of institutions to provide proportionate and scheduled rewards.

In addition to leadership and job satisfaction levels, there are also a number of psychological factors that play a role in influencing employee performance. Robbins and Judge (2022) stated that motivation, commitment to the organization, and perception of fairness in the organization are psychological aspects that affect employee performance.

A smooth exchange of institutional information is a crucial factor in improving employee effectiveness. According to Robbins and Coulter (2023), clear and open communication between leaders and employees can improve their understanding of the organization's goals, their respective roles, and the responsibilities that must be met. Good communication also facilitates

coordination between departments, which is very important in a complex work environment such as the DPRD Secretariat.

The organizational communication theory put forward by Clappitt (2022) states that effective communication is able to minimize misunderstandings and accelerate the problem-solving process in the organization. Meanwhile, Allen et al. (2023) found that open communication between leaders and employees can foster a sense of involvement and increase responsibility, and can share meaningful support for improving employee work outcomes in the end.

Employee well-being is another important factor that affects their performance. According to research by Warr (2023), employee well-being includes physical, mental, and emotional aspects that support optimal performance. Employees who feel physically and emotionally healthy tend to be more productive, creative, and able to work more effectively in the long run.

A study by Sonnentag et al. (2022) shows that institutions that can support employee welfare, for example through health programs, counseling, and stress management training, will see an improvement in employee performance. At the DPRD Secretariat, employee welfare can be improved through various initiatives, such as work-life balance programs, mental health support, and a work environment that supports physical well-being.

The conceptual framework of this study describes the relationship between leadership (X1) as an independent variable, job satisfaction (Z) as a mediating variable, and employee performance (Y) as a dependent variable. Leadership is assumed to have an influence on employee performance, either directly or indirectly through job satisfaction as an intermediate variable. Thus, job satisfaction serves as a bridge for the influence of leadership on employee performance.

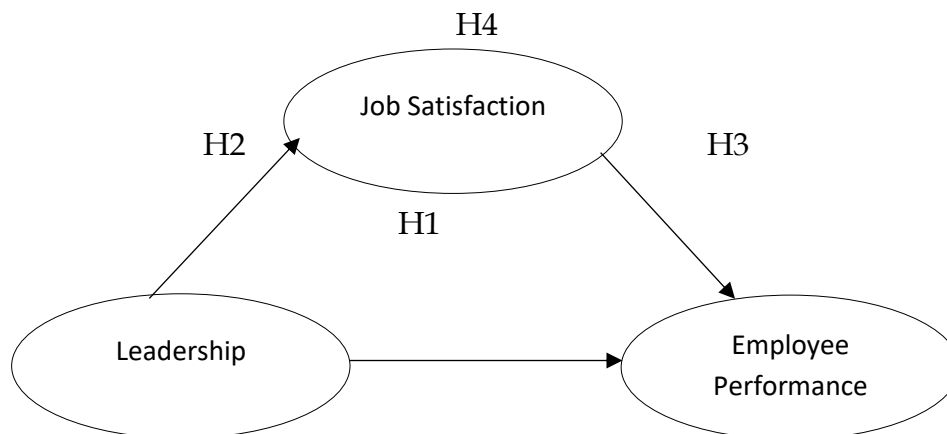


Figure 1. Thinking Framework

METHODOLOGY

The object of this research was carried out at the DPRD in Palembang City. Which will be held from September to January 2026. The population in the study is 65 employees of the DPRD secretariat in Palembang City. In this research I about the quantitative research datathat is used to analyze the variables between variables the results of the analysis in the analysis of the data in the analysis of the data. this. A data source is the source from which a data is taken.

Data sources are needed to support the implementation of research and ensure its success. The data source is the location from which the data is retrieved. Data sources are needed to support the implementation of research and ensure its success. The researcher used primary data, namely data obtained directly from respondents' answers according to the instructions in the questionnaire. The data collection method is the most strategic step in the research because the main goal of the research is to obtain the data needed for further analysis. The data collection method used by the researcher in this study was a questionnaire. In this study, the researcher used Likert scale measurements. The Likert scale is used to measure a person's attitudes, opinions, and perceptions of social phenomena. The researcher used a data analysis method called Structural Equation Model Partial Least Square (SEM-PLS) by utilizing the SMART PLS software.

Measurement Model Analysis (Outer Model) It is done to describe the relationship between the indicator block and the latent variable in question. There are three criteria used to test the Outer Model, namely Convergent Validity, Discriminant Validity, dan Composite Reliability. Hypothesis testing between constructs, both exogenous and endogenous, is carried out using a bootstrap resampling technique that has been developed by (Ghozali, 2020).

RESEARCH RESULTS

The Palembang City Regional People's Representative Council (DPRD) is a local legislative body that has a strategic role as a component of local government organizers in Palembang City, South Sumatra Province. The Palembang City DPRD functions as a representative of the community in a democratic local government system, with the main task of channeling public aspirations and fighting for the public interest in the process of formulating regional policies. The existence of the Palembang City DPRD is an integral part of efforts to realize transparent, accountable, and responsive governance to the needs of the community.

Members of the Palembang City DPRD are elected through Legislative General Elections which are held every five years. The number of members of the Palembang City DPRD is 50 people representing various political parties, thus reflecting the plurality of political views and interests of the people of Palembang City. These DPRD members have political legitimacy to carry out the function of people's representatives, both in formulating policies, supervising the running of local government, and fighting for development oriented to the welfare of the community. In carrying out its role, the Palembang City DPRD has three main roles, namely the legislation function, the budget function, and the supervisory function. The function of legislation is realized through the discussion and determination of Regional Regulations (Perda). Together with the Palembang City Government as the legal basis for the implementation of government and regional development. The budget function is carried out through the discussion and approval of the Regional Revenue and Expenditure Budget (APBD), with the aim of ensuring an effective, efficient, and favorable budget allocation in favor of the interests of the community. Meanwhile, the supervisory function is carried out to

ensure that local government policies, programs, and operations run in accordance with applicable regulations and plans that have been set. To support the effectiveness of the implementation of these duties and functions, the Palembang City DPRD formed council fittings in the form of permanent commissions. Commission A handles government and legal affairs, Commission B handles the regional economy and finance, Commission C handles development and infrastructure, while Commission D handles people's welfare including education, health, and social sectors. Through these commissions, the DPRD can conduct more in-depth and technical discussions on various regional strategic issues, as well as direct supervision of regional apparatus in accordance with their respective fields of duty.

In addition to the commission, the Palembang City DPRD also formed factions as a forum for grouping members based on political parties. Factions have an important role in uniting the political views of DPRD members, formulating official attitudes in policy discussions, and strengthening internal coordination in the implementation of legislation, budget, and supervision functions. The existence of factions allows the decision-making process in the DPRD to take place in a structured manner and reflects the political dynamics that develop in society. In the implementation of council activities, the Palembang City DPRD is supported by the Secretariat of the DPRD which functions as an element of administrative and technical services. The DPRD Secretariat is tasked with providing support in the fields of trials, legislation, finance, personnel, documentation, as well as public relations and protocols. Professional and organized administrative support from the DPRD Secretariat is crucial to ensure that all DPRD activities can be carried out effectively, in an orderly manner, and in accordance with applicable regulations.

Overall, the Palembang City DPRD plays a central role in advancing the creation of a democratic and public-interest-oriented local government. Through the implementation of optimal legislation, budget, and supervision functions, the Palembang City DPRD is expected to be able to make a real contribution to realizing sustainable regional development and improving the welfare of the people of Palembang City.

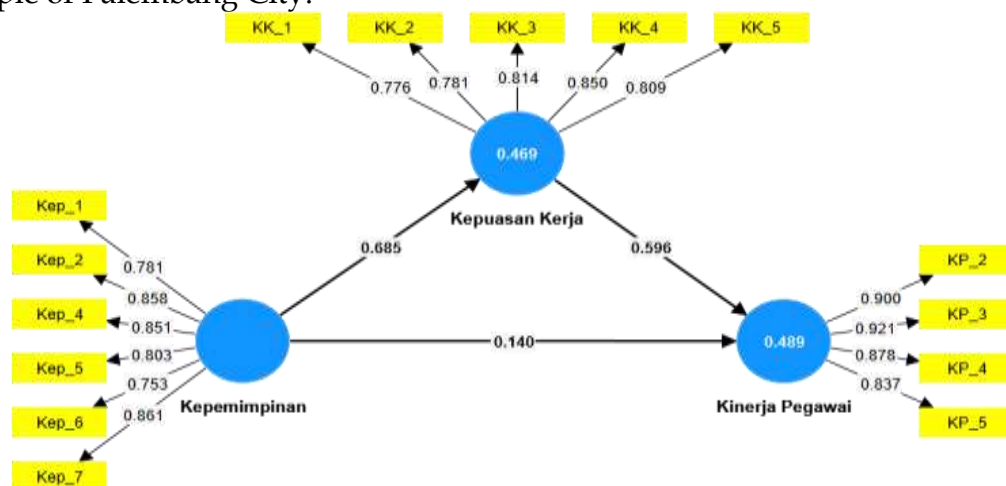


Figure 2. Final Model

DISCUSSION

H1 : The Influence of Leadership Style on Employee Work Performance

The results of the hypothesis analysis show that leadership style does not have a significant impact on employee work performance. This is evidenced by a t-statistical value of 0.970 and a significance level of 0.332 (greater than 0.05). A path coefficient value of 0.000 with a confidence interval between -0.126 to 0.455, which passes zero, indicates that the direct influence of leadership style on employee performance is not statistically strong enough. Therefore, the hypothesis that there is a direct influence of leadership style on employee work performance is rejected.

These findings indicate that leadership styles have not been able to directly improve employee work performance. In other words, while leadership roles are very important in an organization, employee performance does not necessarily improve just because of leadership qualities. The increase in work performance is more influenced by other factors that are more dominant, such as work comfort, motivation, operational system, or individual characteristics of employees. In organizations that implement strict standard operating procedures (POS), work performance is often determined more by work systems and mechanisms than by the leadership figure himself.

Theoretically, these results can be interpreted through a framework Organizational Behavior Theory. According to Stephen P. Robbins and Timothy A. Judge (2022), leadership style is more likely to affect work attitudes such as organizational comfort and commitment than it directly affects work performance. Work achievement is the combined result of ability, motivation, and support of the organizational system. Thus, leadership style tends to play an indirect role through the formation of positive employee attitudes.

This statement is consistent with the theory of leadership effectiveness from Gary Yukl (2020), who states that the influence of leadership on subordinate work performance is often mediated by psychological variables such as motivation, work comfort, and commitment. Without changes in these aspects, leadership does not automatically improve work performance. The results of this study are different from the findings of Jing Zhou and Robert C. Liden (2023) who stated that Servant Leadership plays a significant role in improving employee work performance, especially in the public sector. Leaders who prioritize employee needs are able to build relationships of trust and emotional support, thus encouraging employees to work more optimally. These differences in results are likely due to differences in organizational context, work culture, and respondent characteristics.

In addition, recent research by Eva Salas (2022) reinforces that individual work performance in modern organizations is heavily influenced by teamwork systems, coordination, and clarity of roles, not just by leadership style. This supports the argument that leadership needs an intermediary mechanism to be able to have a significant impact on job performance.

Therefore, it can be concluded that leadership style does not have a significant direct influence on employee work performance, but still plays an important role indirectly through psychological variables such as work comfort

and motivation. Thus, organizations need to direct the development of leadership styles not only on achieving work performance targets, but also on efforts to build employee comfort and work motivation as the main prerequisite for continuous improvement of work performance.

H2 : The Influence of Leadership Style on Work Comfort

The results of testing the relationship between leadership style and work comfort show the value of Statistics-T by 10.656 with a significance level of 0.000 (less than 0.05). In addition, the original sample value of 0.530 indicates a positive relationship direction. The confidence interval (0.010 – 0.791) that does not go beyond zero also supports this. Therefore, it can be concluded that leadership style has a positive and significant influence on work comfort, so the hypothesis proposed is accepted.

These results indicate that the better the leadership style applied in the organization, the higher the level of employee job comfort. An effective leadership style is reflected in the leader's ability to provide clear direction, be fair, pay attention to employee needs, and create harmonious working relationships. This condition encourages the emergence of a feeling of being valued, safe, and comfortable at work, which ultimately increases the employee's work comfort towards the organization.

The findings of this study are in line with Organizational Behavior Theory, which states that the behavior of leaders has an important role in shaping employees' attitudes, perceptions, and emotions in the workplace. According to Stephen P. Robbins and Timothy A. Judge (2022), a supportive and participatory leadership style is able to increase work comfort because it creates a positive and conducive work environment. This opinion is also strengthened by Gary Yukl (2020) who states that the effectiveness of leadership is greatly influenced by the leader's ability to build quality relationships with subordinates. Relationships based on trust, open communication, and support will increase work comfort and organizational commitment.

The results of this study also strengthen the findings of Dewi Suryani Harahap (2019) which shows that there is a significant influence between leadership styles on work comfort. The study concluded that the better the leadership quality felt by employees, the higher their level of work comfort will be. Similar findings were also shown in a recent study by Khan et al. (2023) that found that supportive leadership has a strong positive relationship with job comfort in public sector organizations.

Thus, the results of this study confirm that leadership style is a key factor in improving employee work comfort. Therefore, organizations need to continue to encourage leaders to implement a leadership style that is communicative, fair, and oriented to employee needs in order to create high work comfort and support the achievement of organizational goals optimally.

H3 : The Effect of Work Comfort on Employee Work Performance

The results of testing the relationship between work comfort and employee performance showed the value of Statistics-T by 4.377 with a

significance level of 0.000 (less than 0.05). The original sample value of 0.255 indicates a positive relationship direction. The confidence interval (0.011–0.820) that does not pass zero also supports this. Thus, it can be concluded that work comfort has a positive and significant influence on employee work performance, so the hypothesis proposed in this study is accepted.

These results show that the higher the level of work comfort felt by employees, the better the work performance produced. Employees who feel satisfied with their work tend to have higher morale, show a strong commitment to the organization, and are able to complete tasks effectively and efficiently. High work comfort also encourages employees to work responsibly, maintain the quality of work results, and strive to achieve the set targets.

The findings of this study are in line with Organizational Behavior Theory, which states that work comfort is one of the main work attitudes that directly affects employee behavior and work performance. According to Stephen P. Robbins and Timothy A. Judge (2022), individuals who have a positive evaluation of their work will show a higher level of work performance than individuals who are dissatisfied. Work comfort serves as a psychological factor that encourages the emergence of productive work behaviors in organizations.

In addition, Edwin A. Locke through Theory of Job Satisfaction Value explains that job comfort arises when there is a match between individual expectations and the accepted reality in the job. When such suitability is achieved, individuals will show increased motivation and work performance. This was reinforced by Frederick Herzberg in Two-Factor Theory which confirms that motivating factors such as achievement, recognition, and responsibility play a role in increasing comfort while encouraging better work performance.

Recent empirical research also supports these findings. Azka (2024) shows that work comfort has a positive and significant influence on employee work performance, where employees who feel comfortable with work aspects, work environment, and awards received are able to show more optimal work performance. Furthermore, Ishati et al. (2025) found that work comfort plays an important role in improving the work performance of public sector employees because it is able to increase loyalty, dedication, and service quality.

These findings are also in line with research by Daniel H. Pink (2023) who emphasized that intrinsic satisfaction such as meaning, autonomy, and mastery of work contribute greatly to improving individual performance in modern organizations. Thus, work comfort not only has an impact on the emotional aspect of employees, but also significantly improves work results.

Thus, the results of this study further confirm that job satisfaction is an important factor in improving employee performance. Therefore, organizations, including the Palembang City DPRD Secretariat, need to pay attention to the factors that shape job satisfaction, such as the fairness of the award system, the comfort of the work environment, harmonious working relationships, and the support of leaders, so that employee performance can continue to be improved in a sustainable manner.

H4 : Leadership Style Affects Employee Work Performance Mediated by Work Comfort

The results of testing the indirect influence of leadership style on employee work performance through work comfort show value Statistics-T by 4.166 with a significance level of 0.000 (less than 0.05). The original sample value of 0.203 indicates a positive relationship direction. The confidence interval (0.012–0.595) that does not go past zero also supports this. Thus, it can be concluded that work comfort mediates in full (full mediation) The relationship between leadership style and employee work performance, so that the mediation hypothesis in this study is accepted

The findings of this study are in line with Organizational Behavior Theory which explains that leader behavior is more dominant in influencing aspects of employee attitudes and psychology, such as work comfort, motivation, and organizational commitment, which then impacts work performance (Robbins & Judge, 2022). According to Stephen P. Robbins and Timothy A. Judge (2022), a positive work attitude will encourage productive work behavior and improve individual performance in the organization. Thus, work comfort acts as an internal mechanism that bridges the influence of leadership style on employee work performance.

The results of this study are also supported by the study of Jiang et al. (2023) which shows that work comfort acts as a mediator between effective leadership and improved employee work performance. The study explains that organizations with leaders who are able to provide support and attention to employees tend to have employees who are more comfortable, motivated, and show better work performance.

These findings are reinforced by Sun et al. (2023) who state that transformational leadership is positively related to employee work performance through increased work comfort. Leaders who provide emotional support, emphasize teamwork, and encourage employee engagement will create working conditions that make employees feel valued and motivated to excel.

In addition, research by Gary Yukl (2020) emphasizes that leadership effectiveness is not only measured by the achievement of organizational targets, but also by its ability to build comfort and commitment of subordinates which ultimately has an impact on work performance. Recent research by Bernard M. Bass and Bruce J. Avolio (the latest edition of transformational leadership theory) also emphasizes that inspirational and supportive leadership can improve work comfort which in turn strengthens employee performance in a sustainable manner.

Thus, the results of this study further confirm that work comfort is a key variable that mediates the full influence of leadership style on employee work performance. Therefore, leaders at the Palembang City DPRD Secretariat need to focus not only on achieving work targets, but also on efforts to improve employee work comfort through support, awards, effective communication, and the creation of a conducive work environment, so that employee work performance can increase optimally and sustainably.

CONCLUSION AND RECOMMENDATIONS

Based on the results of the analysis, it can be concluded that leadership does not have a significant impact on employee performance when viewed directly. However, leadership plays a crucial role in increasing job satisfaction, which in turn is the key to triggering productivity. In this model, job satisfaction serves as a full mediator, meaning that a leader's effectiveness in advancing the company's performance is highly dependent on his or her ability to create a fair and respectful work environment. Therefore, performance improvement strategies cannot only focus on the technical aspects of leadership, but must go through systematic efforts to ensure job satisfaction so that employees are motivated to provide optimal work results.

ADVANCED RESEARCH

Future researchers are expected to develop a research framework by integrating additional variables that have the potential to affect employee performance, such as work motivation, organizational commitment, organizational culture, or work environment. In addition, researchers can then adopt different research methodologies or expand the scope of research objects to other government agencies to increase the generalization power of study results.

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