

The Effect of Leadership and Discipline on Employee Performance through Work Satisfaction: The Case of Balai Pengelola Kereta Api Ringan Sumatera Selatan

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Abstract

This study aims to determine 1) The influence of leadership on the job satisfaction of South Sumatra Light Rail Management Office Employees, 2) The influence of work discipline on the job satisfaction of South Sumatra Light Rail Management Office Employees, 3) The influence of leadership on the performance of South Sumatra Light Rail Management Office Employees 4) The influence of work discipline on the performance of South Sumatra Light Rail Management Office Employees 5) The influence of job satisfaction on the performance of South Sumatra Light Rail Management Office Employees. This type of research is Associative. The variables used by the researcher are leadership variables, work discipline, job satisfaction, and performance. The sample in this study was 108 South Sumatra Light Rail Management Office Employees selected by Cluster Random Sampling. The primary data used in this study was collected through a questionnaire. At the same time, the data analysis technique used was Structural Modeling Equation (SEM) with the Lisrel Program Application. The results of this study indicate that 1) leadership has a significant effect on the job satisfaction of South Sumatra Light Rail Management Center Employees, 2) work discipline has a significant effect on the job satisfaction of South Sumatra Light Rail Management Center Employees, 3) leadership has no significant effect on the performance of South Sumatra Light Rail Management Center Employees 4) discipline has a significant effect on the performance of South Sumatra Light Rail Management Center Employees 5) job satisfaction has a significant effect on the performance of South Sumatra Light Rail Management Center Employees.

Keywords: Leadership, Discipline, Employee Performance, Work Satisfaction

1. Introduction

Every organization needs resources to achieve its goals. These resources include natural resources, financial resources, science and technology resources, and human resources. The most important resource is human resources. Human resources are the most important organizational asset; without them, other resources will be unemployed and less useful in achieving organizational goals ([Trihandayani & Fawwaz, 2024](#)).

Employee performance is the level of achievement or work results of a person from the targets that must be achieved, tasks that must be completed, or functions that must be carried out

according to their respective responsibilities within a specific period ([Kasmir, 2019](#)). Company performance is the level of achievement of results in order to realize company goals. Performance management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and workgroup in the company.

One of the critical factors that influences performance is job satisfaction. Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors ([Sutrisno 2019](#)). Job satisfaction reflects a person's feelings towards their work. This can be seen from the employee's positive attitude towards work and everything they face; it will support the optimization of the employee's performance itself. Employees who do not get job satisfaction will generally never achieve psychological satisfaction and will eventually have negative attitudes or behavior in, turn, can cause frustration and lack of discipline; on the other hand, satisfied employees will be able to work well, enthusiastically, actively, and can perform better than employees who do not get job satisfaction.

Leadership has a very close relationship with the performance of its employees because the success of a leader in motivating others to achieve predetermined goals depends significantly on the authority and also the ability of the leader to create enthusiasm in each subordinate, colleague, or superior of the leader himself. Leadership is an essential factor in providing direction to employees, especially at present, where everything is open, so the leadership needed is leadership that can empower its employees. Leadership that can foster employee work motivation is leadership that can promote employee self-confidence in carrying out their respective duties and listening to suggestions or input from employees ([Trihandayani, 2023](#)). Leadership can also affect job satisfaction. Poor leadership results in low supervision and increased employee turnover ([Sutrisno 2019](#)). Good leadership can help employees feel satisfied and encourage them to work harder to achieve shared prosperity. Employees who are not happy with their superiors' leadership tend to produce lower-quality products or services. Therefore, every leader needs to have leadership skills that can increase employee or subordinate satisfaction.

Discipline is a form of obedience or compliance with applicable regulations, both written and unwritten. This obedience is manifested in attitudes, behavior, and actions that are in accordance with these regulations. According to [Hasibuan \(2018\)](#), work discipline is a person's awareness and willingness to obey all organizational regulations and applicable social norms. High work discipline will help improve employee performance ([Siagian, 2018](#)). How can an organization run well if its employees or human resources themselves are not disciplined and lack the awareness and willingness to comply with all the organization's regulations? On the other hand, if employees increase discipline by starting with a high level of awareness and adhering to all organizational regulations, then a good or positive work atmosphere will be created, which will significantly impact the level of employee performance. Employee performance is critical for a company to understand the abilities, skills, goals, work standards, and time spent by employees on their tasks. In this case, employee performance will determine the achievement of a goal expected by a company. The company will find various problems in achieving its goals. The results of the initial observations show that several performance indicators do not reach the target and that there has been a decline in performance from the previous year. In terms of quantity, the achievement of the performance of the Fulfillment of the South Sumatra Light Rail Transportation Target in 2022 was 35.15%; this figure is 17.92 less than the target of 53.07%, while the realization in 2023 was 60.14%; this figure is 16.22% less than the target of

76.36%. In the Percentage Indicator of the Quality of Budget Implementation of the South Sumatra Light Rail Management Center, the realization in 2022 was 99.17% of the target of 98.9%. However, in 2023, there was a decline, namely from the target of 99%. Only 81.68% was realized, or 17.32% less than the target set. For the Percentage of Non-Tax State Revenue (PNBP) Realization in the Railway Sector, the realization in 2022 was 98.86%, 1.14% less than the target of 100%. In 2023, there was a decrease in realization, namely 88.59% of the target of 100%.

Previous research was conducted by [Muaroma & Indriati \(2022\)](#), in their study, found that work discipline had a positive and significant effect on job satisfaction. In contrast to the research conducted by [Rivaldo & Ratnasari \(2020\)](#), the results of their study showed that leadership had a negative but insignificant effect on job satisfaction. The reason the results of [Rivaldo & Ratnasari's \(2020\)](#) research differed was that they were based on several aspects, namely, differences in the indicators used and differences in the samples used, specifically 46 respondents. The saturated sample technique for data collection was carried out using a questionnaire.

Previous research conducted by [Muaroma & Indriati \(2022\)](#), in their research, found that work discipline has a positive and significant effect on job satisfaction. In contrast to the research conducted by [Susanti & Aesah \(2022\)](#), the results of their study showed that discipline had a positive but not significant effect on job satisfaction. The reason for the different results of [Susanti & Aesah's \(2022\)](#) research is based on several aspects, namely, the difference in the indicators used and the difference in the sample used, namely 53 respondents. The saturated sample technique was used to collect data using a questionnaire. The analysis used was using multiple linear regression. [Pratiwi et al. \(2024\)](#) in their research showed that leadership had a positive and significant effect on performance. [Margaret et al. \(2024\)](#), in their research, showed that leadership had a positive and significant effect on performance. In contrast to the research conducted by [Hasana & Helmi \(2023\)](#), the results of their study show that leadership has a negative but insignificant effect on performance. The reason for the different results of [Hasana & Helmi's \(2023\)](#) research is based on several aspects, namely, differences in the indicators used and differences in the samples used, namely 35 respondents. The saturated sample technique for data collection was carried out using a questionnaire. The analysis used in this study was SEM. The data testing method used SMART PLS software. [Pratiwi et al. \(2024\)](#), in their research, showed that discipline had a positive and significant effect on performance. [Margaret et al. \(2024\)](#), in their research, showed that leadership had a positive and significant effect on performance.

In contrast to the research conducted by [Ulung et al. \(2023\)](#), the results of their study showed that work discipline had no significant effect on performance. The reason the results of [Ulung et al.'s \(2023\)](#) research are different is that they are based on several aspects, namely, differences in the indicators used in this study, namely compliance with time rules, company regulations, work behavior, and compliance with norms, differences in the samples used, namely 33 respondents. A saturated sampling technique was used to collect data using a questionnaire. The analysis used in this study uses multiple linear regression. The data testing method uses SPSS software. Previous research was conducted by [Lestari et al. \(2020\)](#), and the results of the study showed that job satisfaction had a positive and significant effect on performance. [Fatimah & Ratnasari \(2017\)](#), the results of the survey showed that satisfaction had a positive and significant impact on performance. In contrast to the research conducted by [Arianto & Septiani \(2021\)](#), the results showed that job satisfaction had no significant effect on performance. The reason the

results of [Arianto & Septiani's \(2021\)](#) research are different is because they are based on several aspects, namely, differences in the indicators used, differences in variables, and differences in the samples used, as many as 50. A saturated sampling technique was used to collect data using a questionnaire. The analysis used in this study is descriptive statistics.

Leadership is an essential factor in providing direction to employees of the South Sumatra Light Rail Management Center. Lack of motivation from leaders to employees. Low employee motivation will undoubtedly have an impact on the achievement of predetermined goals at the South Sumatra Light Rail Management Center. Low motivation is indicated by the lack of appreciation for employees who have achieved targets and piling up work due to deadlines that are too short. Low discipline will also cause low employee productivity, making it difficult to achieve the expected performance. This still occurs with employees of the South Sumatra Light Rail Management Center. Low discipline is indicated by employees who are late to work, and there are still employees who leave for personal matters during working hours. And there are no sanctions or punishments for employees who violate the rules.

Performance is one of the main factors that can affect organizational progress. Improvement of employee competence is needed so that employees are able to carry out the work given to them. The lack of motivation for employees to improve performance and the tools and facilities used to help complete work are often damaged, resulting in the performance of employees of the South Sumatra Light Rail Management Center not being optimal. Job satisfaction researchers found a phenomenon where the room temperature is too cold and the room is narrow, causing employees to be uncomfortable while working. In addition, the workload given is not in accordance with their abilities, so the work takes longer than desired. Therefore, a supervisor is needed who can guide in carrying out the work.

Leadership at the South Sumatra Light Rail Management Center found a phenomenon where the lack of motivation from leaders to employees so that organizational goals are achieved causes the performance of employees of the South Sumatra Light Rail Management Center to be less than optimal. In addition, leaders must have the ability to make decisions or take appropriate action if there are obstacles to achieving goals. The ability to control subordinates is needed so that employees can follow the instructions given by the leader.

Discipline also affects the performance of employees of the South Sumatra Light Rail Management Center. Arriving late, employees who do not attend the morning assembly, employees who leave for personal matters during working hours, and the absence of punishment for employees cause performance to decline. Legal sanctions are needed for employees who violate regulations to maintain employee discipline, and the firmness of leaders in taking action will affect employee discipline. Justice is also required because good justice will create good discipline, too. The South Sumatra Light Rail Management Center realizes the importance of human resources in achieving the vision and mission of the organization. This can be seen in the increase or decrease in employee performance. The performance factor is an essential issue for the organization. Good performance is needed in every employee's cooperation in achieving goals, as it is known that achieving the goals of an organization is something that every organization highly desires. Performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given during a specific period ([Kasmir, 2019](#)).

2. Literature Review

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Employee performance is one of the main factors that can influence organizational progress. The higher or better the employee's performance, the easier it will be to achieve the organization's goals, and vice versa; if employee performance is low or not reasonable, the goal will be challenging to achieve, and the results received will not be in accordance with the organization's wishes, ([Trihandayani, & Yamaly, 2023](#)).

The Influence of Leadership on Job Satisfaction of Employees at the South Sumatra Light Rail Management Center. [Muaroma & Indriati \(2022\)](#), in their study, found that work discipline has a positive and significant effect on job satisfaction. In contrast to the research conducted by [Rivaldo & Ratnasari \(2020\)](#), the results of their study showed that leadership had a negative but insignificant effect on job satisfaction. The reason for the different results of [Rivaldo & Ratnasari's \(2020\)](#) research is that it is based on several aspects, namely, differences in the indicators used and differences in the samples used, namely 46 respondents. The saturated sample technique for data collection was carried out using a questionnaire. The analysis used is path analysis—a data testing method using SPSS software. The phenomenon that occurred at the South Sumatra Light Rail Management Center was a leadership problem related to the ability to motivate, make decisions, and control subordinates. This has an impact on employee satisfaction regarding the employee's own work, the work environment, and the supervision carried out by superiors.

The Influence of Leadership on the Performance of Employees at the South Sumatra Light Rail Management Center. Factors that influence job satisfaction: According to [Kasmir \(2019\)](#), leadership is one factor that influences employee performance. [Pratiwi et al. \(2024\)](#) in their research showed that leadership had a positive and significant effect on performance. [Margaret et al. \(2024\)](#), in their research, showed that leadership had a positive and significant effect on performance. In contrast to the research conducted by [Hasana & Helmi \(2023\)](#), the results of their study showed that leadership had a negative but insignificant effect on performance. The reason for the different results of [Hasana & Helmi's \(2023\)](#) research is because it is based on several aspects, namely, differences in the indicators used and differences in the samples used, namely 35 respondents. The saturated sample technique for data collection was carried out using a questionnaire. The analysis used in this study was SEM. The data testing method used SMART PLS software. The phenomenon that occurred at the South Sumatra Light Rail Management Center was a leadership problem in relation to the ability to motivate, the ability to make decisions, and the ability to control subordinates. This has an impact on employee performance in terms of competence, motives/drivers, and tools/facilities.

The Influence of Discipline on the Performance of Employees at the South Sumatra Light Rail Management Center. According to [Kasmir \(2019\)](#), one of the factors that influences employee performance is work discipline. [Pratiwi et al. \(2024\)](#), in their research, showed that discipline has a positive and significant effect on performance. [Margaret et al. \(2024\)](#), in their research, showed that leadership has a positive and significant effect on performance. In contrast to the study conducted by [Ulung et al. \(2023\)](#), the results of their research showed that work discipline had no significant effect on performance. The reason for the different results of [Ulung et al. \(2023\)](#) research is because it is based on several aspects, namely, the difference in indicators used in this study, namely obeying time rules, company regulations, behavior at work and obeying norms, the difference in samples used, namely 33 respondents. A saturated sampling technique was used to collect data using a questionnaire. The analysis used in this study uses multiple linear regression. The data testing method uses SPSS software. The phenomenon that occurred at the South Sumatra Light Rail Management Center was a problem of work discipline

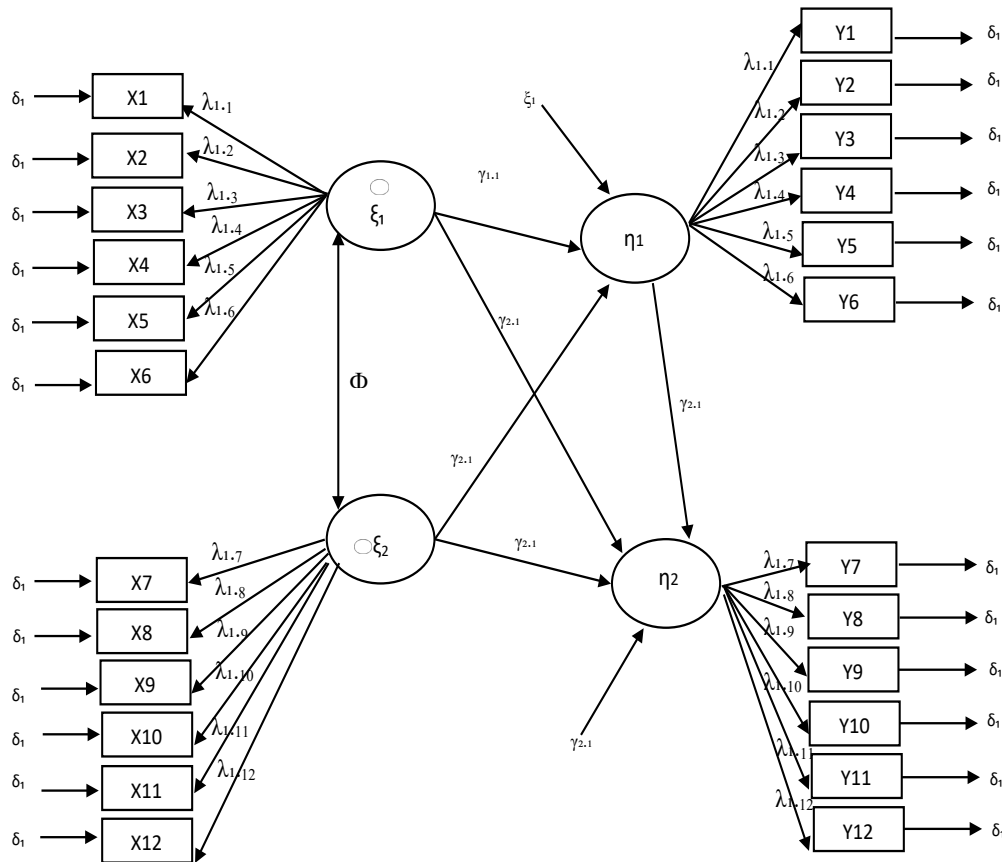
in relation to legal sanctions, firmness, and justice. This has an impact on employee performance in terms of competence, motives/drivers, and tools/facilities.

The Influence of Job Satisfaction on Employee Performance at the South Sumatra Light Rail Management Center. Factors that influence job satisfaction: According to [Kasmir \(2019\)](#), one factor that influences employee performance is job satisfaction. Previous research was conducted by [Lestari et al. \(2020\)](#). The results of the study showed that job satisfaction had a positive and significant effect on performance. [Fatimah & Ratnasari \(2017\)](#), the results of the survey showed that satisfaction had a positive and significant impact on performance. In contrast to the research conducted by [Arianto & Septiani \(2021\)](#), the results showed that job satisfaction had no significant effect on performance. The reason for the different results of [Arianto & Septiani's \(2021\)](#) research is that it is based on several aspects, namely, differences in the indicators used, differences in variables, and differences in the samples used, as many as 50. The saturated sample technique for data collection was carried out using a questionnaire. The analysis used in this study is descriptive statistics.

3. Research Method

This research was conducted in collaboration with the South Sumatra Light Rail Management Center, located at Jl. H.M. Noerdin Pandji, RT. 11/RW. 03, South Jakabaring, Rambutan District, Banyuasin Regency, South Sumatra 30967. H.M. Noerdin Pandji, RT.11/RW.03, South Jakabaring, Rambutan District, Banyuasin Regency, South Sumatra 30967. The independent variable is employee performance, which includes indicators of competence, motive or motivator, and tools and facilities. At the same time, the independent variables are leadership and work discipline. Job satisfaction is a moderating variable. The indicators of leadership are the ability to motivate, the ability to make decisions, and the ability to control subordinates. The indicators of work discipline are legal sanctions, assertiveness, and justice. The indicators of job satisfaction are the work itself, the work environment, and the supervisor. The population in this study consisted of all employees of the South Sumatra Light Rail Management Center, totaling 115 people. The sample used in this study was 108 employees, and the sampling technique used was Cluster Sampling. The data collection method used in this study was a questionnaire. The data used in this study were primary data in the form of questionnaires and secondary data in the form of articles and books as theories. The data analysis technique used to measure the variables in this study is structural equation modeling (SEM).

Figure 1. Structural Equation Modeling



ξ_1 = (ksi_1); exogenous latent variable of Leadership

ξ_2 = (ksi_2); exogenous latent variable of discipline

η_1 = (eta_1); endogenous latent variable of job satisfaction

η_2 = (eta_2); endogenous latent variable of employee performance

γ = (gamma); direct relationship of exogenous variables to endogenous variables

ζ = (zeta); errors in the equation, namely between exogenous variables and/or endogenous variables against endogenous variables

β = (beta); direct relationship of endogenous variables to exogenous variables

δ = (delta); measurement error of exogenous variables

Φ = (Psi), covariance matrix of constructs

ε = (epsilon), measurement errors of exogenous' indicators

λ = (Lambda), the relationship between exogenous and endogenous latent variables and their indicators

X1,...,X12 = indicators of the exogenous latent variable of leadership

X13,...,X24 = indicators of the exogenous latent variable of discipline

Y1,...,Y9 = indicators of the endogenous latent variable of job satisfaction

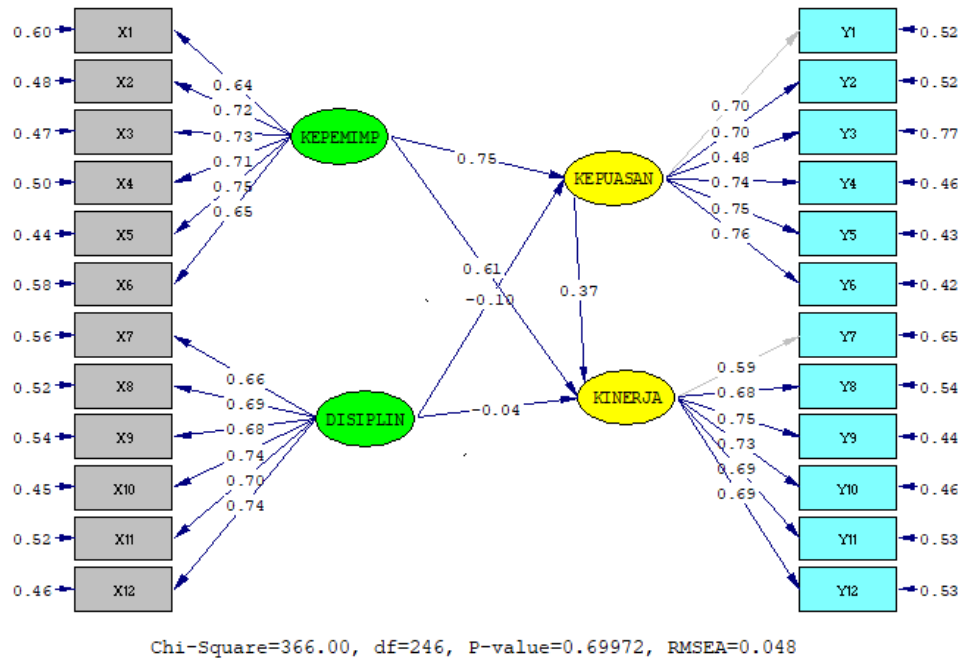
Y10...Y21 = indicators of the endogenous latent variable of job satisfaction

4. Findings and Discussions

Confirmatory Factor Analysis. This analysis was conducted on all constructs separately in order to test the measurement model through evaluation of construct validity and construct reliability. In the figure, leadership (kepemimp), job satisfaction (kepuasan), discipline (disiplin) and

employee performance (kinerja).

Figure 2. Confirmatory Factor Analysis



The results show that all loading factor variables have values greater than the error value. This indicates that the CFA (Confirmatory Factor Analysis) test at the initial stage shown in the figure above has met the requirements for further testing.

Based on the Goodness of Fit appendix, a summary of the model suitability test results can be made as follows:

Table 1. Goodness of Fit Results

<i>Goodness Of Fit Index</i>	<i>Cut Of Value</i>	Result	Model Evaluation
P-Value	$\geq 0,05$	0.69	Good Fit
RMSEA	$\leq 0,1$	0.48	Good Fit
GFI	$\geq 0,90$	0.78	Fit
NNFI	$\geq 0,90$	0.95	Good Fit
SRMR	$\leq 0,1$	0.066	Good Fit
IFI	$\geq 0,90$	0.96	Good Fit
CFI	$\geq 0,90$	0.96	Good Fit
RFI	$\geq 0,90$	0.88	Fit
NFI	$\geq 0,90$	0.9	Good Fit

Next, a structural model test will be carried out, namely testing the significance of the influence. The image below is the result of the structural equation and its' t-value

Figure 3. Structural Equation Modeling

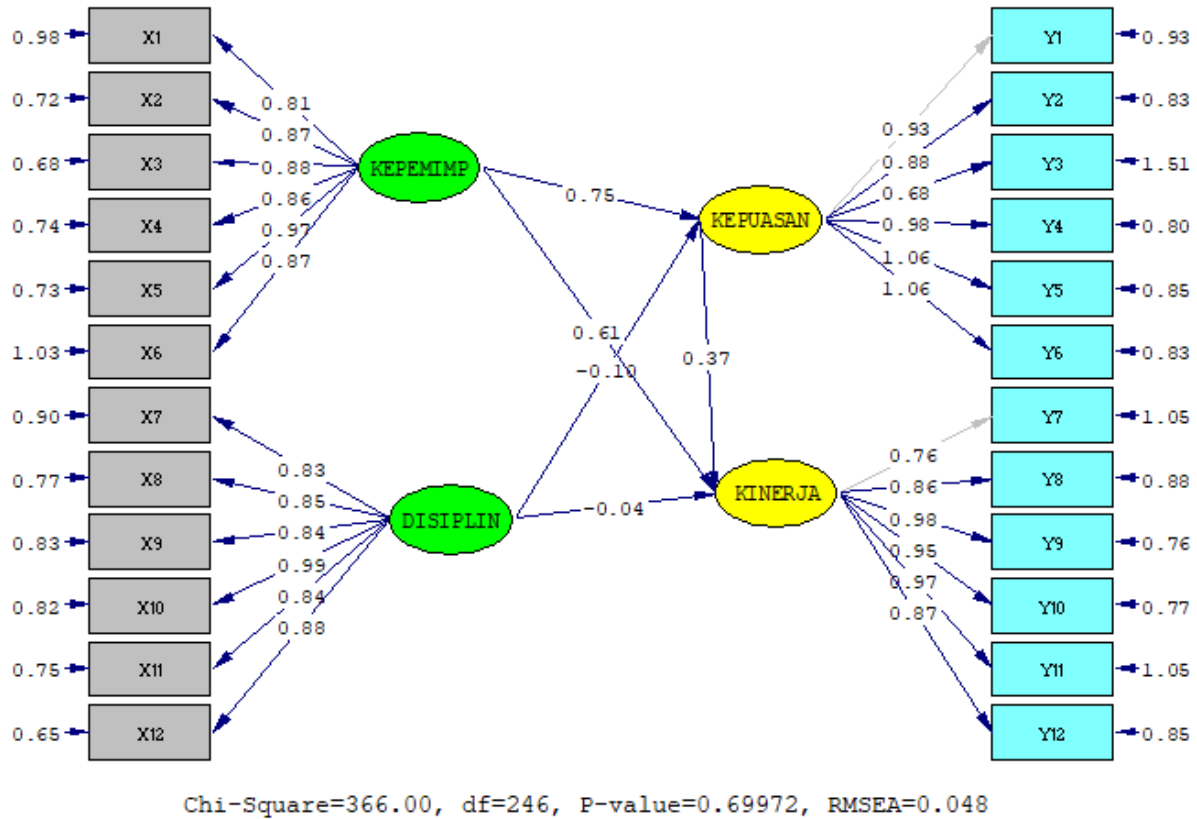
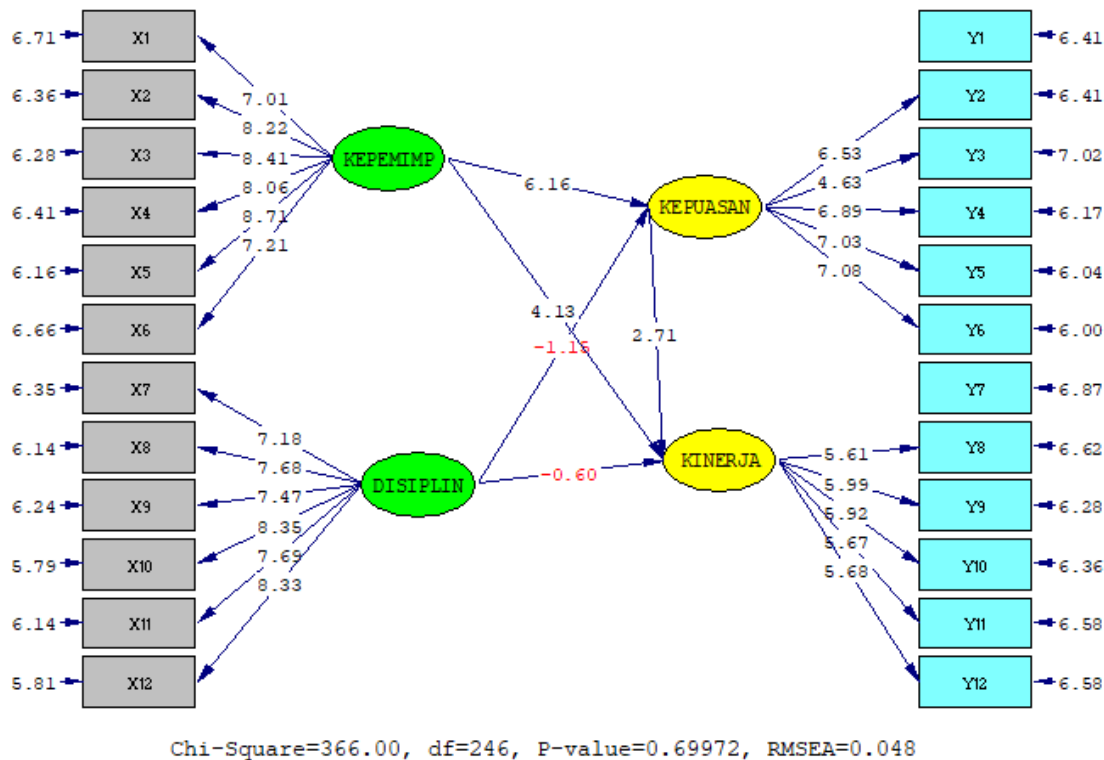


Figure 4. t-value



The Influence of Leadership on Job Satisfaction of Employees at the South Sumatra Light Rail Management Center. Based on the test results, leadership has a positive and significant effect on employee motivation at the South Sumatra Light Rail Management Center. . [Muaroma & Indriati \(2022\)](#), in their research, found that work discipline has a positive and significant effect on job satisfaction. In contrast to the research conducted by [Rivaldo & Ratnasari \(2020\)](#), the results of their study showed that leadership had a negative but insignificant effect on job satisfaction. The reason for the different results of [Rivaldo & Ratnasari's \(2020\)](#) research is because it is based on several aspects, namely: (a). uses indicators of strategy determination ability, motivation ability, and communication ability, while this study uses indicators of motivation ability, ability to control subordinates, and decision-making ability. The difference lies in the focus of this research, namely on decision-making and controlling subordinates. (b). The difference in samples used in [Rivaldo & Ratnasari's \(2020\)](#) research, namely 45 respondents, while in this study, there were 108 respondents. The difference in research samples, in general, is that larger samples can get more accurate results. (c). [Rivaldo and Ratnasari's \(2020\) research](#) uses saturated samples for sampling, while this study uses cluster sampling. The analysis used is path analysis, while this study uses SEM. Based on the results of the respondents' answers, it was found that there were problems with the number of employees who answered disagree and strongly disagree as follows: (a). As an indicator of motivation ability, as many as 72% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that leaders do not have the ability to motivate employee performance. (b). Regarding the decision-making ability indicator, as many as 70% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that leaders do not have the ability to make decisions. (c). Regarding the decision-making ability indicator, as many as 67% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that leaders do not have the ability to set policies. As a result this problem, it has an impact on employee job

satisfaction that the job indicator, as many as 73% of respondents answered disagree and strongly disagree. This illustrates that employees are not able to complete their work correctly according to the company's wishes. Supervisory indicator, as many as 73% of respondents answered disagree and strongly disagree; this illustrates that supervisors do not provide instructions in carrying out work. As many as 64% of respondents answered disagree and strongly disagree; this demonstrates that supervision is not carried out in accordance with the provisions. Researchers suggest paying attention to the leadership of each existing leader, namely by improving communication skills that can inspire subordinates; in decision-making, it is necessary to involve the team, especially regarding work that has a direct impact on employees. In controlling subordinates, leaders need to provide direction, roles, and responsibilities that are easy for subordinates to understand. If these improvements are made, it will increase job satisfaction, and employees will be able to complete their work well according to the company's wishes. In addition, sufficient and appropriate air temperature makes employees comfortable at work, and supervisors can provide instructions for carrying out work so that employees feel satisfied and will work more optimally to achieve company goals.

The Influence of Work Discipline on Job Satisfaction of Employees at the South Sumatra Light Rail Management Center. Based on the test results, work discipline has a negative but insignificant effect on job satisfaction of Employees at the South Sumatra Light Rail Management Center. The results of the study showed a negative but insignificant effect, indicating that the disciplinary policy implemented may not be in line with employee expectations, thus burdening employees in working because a discipline system that is too rigid can create a sense of discomfort and dissatisfaction. This study is in line with research conducted by [Rivaldo & Ratnasari \(2020\)](#), whose research results showed that leadership has a negative but insignificant effect on job satisfaction. In contrast to previous research conducted by [Muaroma & Indriati \(2022\)](#) in their study, work discipline has a positive and significant impact on job satisfaction. The reason this study is different from the research by [Muaroma & Indriati \(2022\)](#) is because it is based on several aspects, namely: (a). The difference in indicators used in the research of [Muaroma & Indriati \(2022\)](#) is coming to work on time and responsibility, while this study uses indicators of punishment sanctions, firmness, and justice. The difference in indicators of the research of [Muaroma & Indriati \(2022\)](#) focuses on employee behavior, while this study focuses on the follow-up given to employees, which affects the results of the study. (b). The difference in samples used in the research of [Muaroma and Indriati \(2022\)](#) is that 76 respondents were used, employing the saturated sampling method, which utilizes the entire population as a research sample. In contrast, this study selected 108 respondents using cluster sampling. The use of saturated samples is not always suitable for all studies; saturated sampling can only be applied to studies that have a small-scale population. While cluster sampling or a large-scale population used as a sample in this study takes part of the population, it is better to use cluster sampling. The reasons why the work discipline variable has no significant effect on satisfaction are: first because there are elements in the indicators other than those asked by the researcher that may have an impact on satisfaction, meaning that in this case, the researcher in conducting the study only took three indicators that were close to the objective in asking questions to respondents because according to the researcher, these indicators are the indicators that best represent or are in accordance with the phenomena and facts when making observations. However, the results obtained by the researcher from the questionnaire that had been distributed and processed actually stated that the work discipline variable had a negative and insignificant effect on satisfaction. Hence, the indicators used were also inappropriate. The

researcher's findings regarding work discipline are regarding: (a). Punishment sanction indicator: As many as 71% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who do not obey the rules and are not given legal sanctions. (b). Regarding the punishment sanction indicator, as many as 70% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who consider that sanctions are not applied equally to every employee who violates the rules. (c). Fairness indicator, as many as 68% of respondents answered disagree and strongly disagree; this illustrates that there are still employees who state that the fairness applied is not in accordance with applicable provisions. As a result this problem, it has an impact on employee job satisfaction that the job indicator, as many as 73% of respondents answered disagree and strongly disagree. This illustrates that employees are unable to complete their work correctly according to the company's wishes. Supervisory indicator, as many as 73% of respondents answered disagree and strongly disagree; this illustrates that supervisors do not provide instructions in carrying out work. As many as 64% of respondents answered disagree and strongly disagree; this demonstrates that supervision is not carried out in accordance with the provisions. Researchers suggest paying attention to work discipline, especially in giving sanctions, firmness, and justice; it is necessary to evaluate existing policies by involving employees so that it can create a sense of belonging and ensure that employees can obey the policies made. If these improvements are made, it will increase job satisfaction, and employees will be able to complete their work well according to the company's wishes. In addition, sufficient and appropriate air temperature makes employees comfortable at work, and supervisors can provide instructions for carrying out work so that employees feel satisfied and will work more optimally to achieve company goals.

The Influence of Leadership on the Performance of Employees at the South Sumatra Light Rail Management Center. Based on the test results, leadership has a positive and significant effect on the performance of Employees at the South Sumatra Light Rail Management Center. The results of this study are in accordance with [Kasmir's \(2019\)](#) theory, which states that leadership is one of the factors influencing performance. [Pratiwi et al. \(2024\)](#) in their research showed that leadership has a positive and significant effect on performance. [Margaret et al. \(2024\)](#), in their research, showed that leadership has a positive and significant effect on performance. In contrast to the research conducted by [Hasana & Helmi \(2023\)](#), the results of their study showed that leadership has a negative but insignificant effect on performance. The reason for the different results of [Hasana & Helmi's \(2023\)](#) research is because it is based on several aspects, namely: (a). The difference in indicators used in [Hasana & Helmi's \(2023\)](#) research is that they use indicators of listening ability and responsibility, while this study uses indicators of motivational ability, ability to control subordinates, and decision-making ability. The difference lies in the focus of this research, namely on decision-making and controlling subordinates. (b). There was a difference in the samples used in [Hasana and Helmi's \(2023\)](#) research, namely 35 respondents, compared to 108 respondents in this study. The sampling technique in [Hasana and Helmi's \(2023\)](#) research was saturated sampling, while in this study, it was cluster sampling. The difference in research samples is that, in general, larger samples can get more accurate results. Based on the results of the respondents' answers, it was found that there were problems with the number of employees who answered disagree and strongly disagree as follows: (a). Indicator of motivational ability: As many as 72% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that leaders do not have the ability to motivate employee performance. (b). Indicator of decision-making ability:

As many as 70% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that leaders do not have the ability to make decisions. (c). Regarding the decision-making ability indicator, as many as 67% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that leaders do not have the ability to set policies. As a result of this problem, it has an impact on employee performance on the motive indicator; as many as 64% of respondents answered disagree and strongly disagree; this illustrates that there are still employees who do not have high motivation to work. As indicators of tools and facilities, as many as 56% of respondents answered disagree and strongly disagree. This illustrates that the tools and facilities owned by the organization do not support employee performance. As for tools and facilities, as many as 64% of respondents answered disagree and strongly disagree, which illustrates that the tools and facilities available do not help employees complete their work. The researcher suggests paying attention to the compensation given by the company to employees, especially related to providing employee salaries according to the UMR of South Sumatra Province and employees receiving employment insurance benefits. Companies should also pay attention to employee benefits so that they are in accordance with employee performance in order to increase employee work motivation. If these improvements are made, it will improve employee performance, where the quantity of employee work will be in accordance with the specified target.

The Influence of Work Discipline on the Performance of Employees at the South Sumatra Light Rail Management Center. Based on the test results, work discipline has a negative but insignificant effect on the performance of Employees at the South Sumatra Light Rail Management Center. The study's negative results indicate that the discipline applied may hinder employee productivity at work, and policies that are too strict can make employees focus more on compliance than on work results. The results of this study are not in accordance with the theory, according to [Kasmir \(2019\)](#), who said that work discipline is one of the factors influencing employee performance. This study is in line with research conducted by [Ulung et al. \(2023\)](#). Their study showed that work discipline had no significant effect on performance. In contrast to previous research conducted by [Pratiwi et al. \(2024\)](#), their research showed that discipline had a positive and significant effect on performance. The reason this study is different from [Pratiwi et al.'s research \(2024\)](#) is that it is based on several aspects, namely: (a). The difference in indicators in [Pratiwi et al.'s research \(2024\)](#) uses indicators of attendance level, work procedures, obedience to superiors, and responsibility, while this study uses indicators of punishment sanctions, assertiveness, and justice. The difference in indicators in [Pratiwi et al.'s research \(2024\)](#) focuses on employee behavior, while this study focuses on the follow-up given to employees so that it affects the results of the study, samples, sampling techniques, and analysis techniques used. b. The difference in samples used in [Pratiwi et al.'s research \(2024\)](#) was 150 respondents, while this study used 108 respondents. The sampling technique in [Pratiwi et al.'s research \(2024\)](#) used saturated sampling, while this study used cluster sampling. In the study, the sampling technique used was based on the research objectives; [Pratiwi et al.'s research \(2024\)](#) used saturated sampling because the entire population was used as a research sample, while this study used cluster sampling by taking samples from certain parts. Using saturated samples is not always suitable for all studies; saturated sampling can only be applied to studies that have a small-scale population. While cluster sampling, or a large-scale population that is used as a sample in this study, takes part of the population, it is better to use cluster sampling if the number of samples taken is more than 100 samples. The reason why the work discipline

variable has no significant effect on performance is: first, because the elements in the indicators other than those asked by the researcher may affect satisfaction, meaning that in this case, the researcher conducting the study only took three indicators that were close to the goal in asking questions to respondents because according to the researcher, these indicators are the indicators that most represent or are in accordance with the phenomena and facts when making observations. However, the results obtained by the researcher from the questionnaire that had been distributed and processed actually stated that the work discipline variable had a negative and insignificant effect on performance, so it is possible that the indicators used were also less appropriate. Based on the results of the respondents' answers, it was found that there were problems with the number of employees who answered disagree and strongly disagree as follows: (a). Punishment sanction indicator: As many as 71% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who do not obey the rules and are not given legal sanctions. (b). Regarding the punishment sanction indicator, as many as 70% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who think that sanctions are not applied equally to every employee who violates the rules. (c). Justice indicator: As many as 68% of respondents answered disagree and strongly disagree. This illustrates that there are still employees who state that the justice applied is not in accordance with applicable provisions. As a result of this problem, it has an impact on employee performance on the motive indicator; as many as 64% of respondents answered disagree and strongly disagree; this illustrates that there are still employees who do not have high motivation to work. Indicators of tools and facilities: As many as 56% of respondents answered disagree and strongly disagree, which illustrates that the tools and facilities owned by the organization do not support employee performance. Indicators of tools and facilities: As many as 64% of respondents answered disagree and strongly disagree, which illustrates that the tools and facilities available do not help employees complete their work. Researchers suggest that in order to pay attention to work discipline, especially in the provision of sanctions, firmness, and justice, it is necessary to evaluate existing policies by involving employees so that they can create a sense of belonging and ensure that the policies made can be complied with by employees. If these improvements are made, it will improve employee performance and help them achieve company goals.

The Influence of Job Satisfaction on the Performance of Employees at the South Sumatra Light Rail Management Center. The test results show that satisfaction significantly affects the performance of Employees at the South Sumatra Light Rail Management Center. The results of this study are in accordance with the theory according to [Kasmir \(2019\)](#), who said that satisfaction is one of the factors influencing employee performance. The research is supported by research conducted by [Lestari et al. \(2020\)](#). The results of the study showed that job satisfaction had a positive and significant effect on performance. [Fatimah & Ratnasari \(2017\)](#), the results of the survey showed that satisfaction had a positive and significant impact on performance. In contrast to the research conducted by [Arianto & Septiani \(2021\)](#), the results of their study showed that job satisfaction had no significant effect on performance. The reason for the different results of [Arianto & Septiani's \(2021\)](#) research is that it is based on several aspects, namely: (a). The difference in indicators used in the research by [Arianto & Septiani \(2021\)](#) is that the latter uses work, salary, promotion, supervisor, co-workers, and employee benefits, while this study uses work, work environment, and supervisors. (b). The difference in the sample used in the [Arianto & Septiani \(2021\)](#) study was 50 respondents, while in this study, 108 respondents were used. The sampling technique used in the [Arianto & Septiani \(2021\)](#) study

was saturated sampling, while cluster sampling was used in this study. The difference in research samples is that, in general, larger samples can get more accurate results. The researcher's findings regarding the number of employees who answered disagree and strongly disagree are as follows: (c). Job indicators: 73% of respondents answered disagree and strongly disagree. This illustrates that employees are unable to complete their work correctly according to the company's wishes. (d). Supervisor indicators, 73% of respondents answered disagree and strongly disagree; this illustrates that supervisors do not provide instructions in carrying out work and (e). Supervisory indicator, as many as 64% of respondents answered disagree and strongly disagree; this illustrates that supervision is not carried out in accordance with the provisions. As a result of this problem, it has an impact on employee performance on the motive indicator; as many as 64% of respondents answered disagree and strongly disagree; this illustrates that there are still employees who do not have high motivation to work. As indicators of tools and facilities, as many as 56% of respondents answered disagree and strongly disagree. This illustrates that the tools and facilities owned by the organization do not support employee performance. As for tools and facilities, as many as 64% of respondents answered disagree and strongly disagree, which illustrates that the tools and facilities available do not help employees complete their work. Researchers suggest paying attention to employee satisfaction, especially related to employee work, such as providing work according to employee abilities, the work environment around employees with the fulfillment of facilities and infrastructure, such as conditions in the room with sufficient temperature settings so that employees are comfortable working and supervisors who can provide clear and easy-to-understand directions. If these improvements are made, it will give a sense of employee satisfaction, thereby improving employee performance.

The Influence of Leadership on Performance Through Job Satisfaction of Employees of the South Sumatra Light Rail Management Center. Based on the results of the test, the direct influence of leadership on performance is 0.69, while the indirect impact of the leadership variable on performance with satisfaction as an intervening variable is 0.88. This means that satisfaction strengthens the influence of leadership on performance. In this case, the leadership variable needs to be supported by the intervening variable of satisfaction because supporting the satisfaction variable strengthens the influence of leadership on performance. This statement is based on the results of the questionnaire distribution and responses to the existing statement items indicating that leadership influences performance through the intervening variable of satisfaction with the results of the questionnaire statements from the satisfaction variable dominated by respondents' answers disagreeing and strongly disagreeing, even neutral, relatively high, however, out of 108 respondents, some respondents agreed and strongly agreed.

The Influence of Leadership on Performance Through Job Satisfaction of Employees of the South Sumatra Light Rail Management Center. Based on the results of the test, the direct influence of discipline on performance is -0.04, while the indirect influence of the discipline variable on performance with satisfaction as an intervening variable is -0.05. This means that satisfaction strengthens the impact of discipline on performance. In this case, the discipline variable needs to be supported by the intervening variable of satisfaction because supporting the satisfaction variable strengthens the influence of discipline on performance. This statement is based on the results of the distribution of questionnaires and responses to the existing statement items indicating that discipline influences performance through the intervening variable of satisfaction with the results of the questionnaire statements from the satisfaction variable dominated by respondents' answers disagreeing and strongly disagreeing, even neutral,

relatively high, however, out of 108 respondents, there were respondents' answers who agreed and strongly agreed.

5. Conclusion

It can be concluded that leadership and discipline affect employee performance through job satisfaction of South Sumatra Light Rail Management Office Employees. Regarding employee performance, employees should pay attention to performance achievements to achieve company goals. The things that need to be improved are employee competency, namely by actively participating in training or workshops to enhance their competencies, in addition to the need to increase the motive or motivation within employees, namely the active role of company leaders in providing motivation to employees and providing tools and facilities that can support employee performance so that company goals can be achieved. To pay attention to the leadership of each existing leader, namely by improving communication skills that can inspire subordinates, in decision making, it is necessary to involve the team, especially regarding work that has a direct impact on employees and in controlling subordinates, leaders need to provide direction, roles, and responsibilities that are easy for subordinates to understand. If these improvements are made, it will increase job satisfaction, and employees will be able to complete their work well according to the company's wishes. In addition, sufficient and appropriate air temperature makes employees comfortable at work, and supervisors can provide instructions for carrying out work so that employees feel satisfied and will work more optimally to achieve company goals. To pay attention to work discipline, especially in the provision of sanctions, firmness, and justice, it is necessary to evaluate existing policies by involving employees so that it can create a sense of belonging and ensure that the policies made can be complied with by employees. If these improvements are made, it will increase job satisfaction, and employees will be able to complete their work well according to the company's wishes. In addition, sufficient and appropriate air temperatures make employees comfortable in working, and supervisors can provide instructions for carrying out work so that employees feel satisfied and will work optimally to achieve company goals. To pay attention to employee job satisfaction, especially related to employee work such as providing work according to employee abilities, the work environment around employees with the fulfillment of facilities and infrastructure such as conditions in the room with sufficient temperature settings so that employees are comfortable in working and supervisors who can provide clear and easy-to-understand directions. If these improvements are made, it will give a sense of employee satisfaction so as to improve employee performance.

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