

# Leadership Coordination: The Key to Mediating the Influence of Leadership and Organizational Structure on Work Performance

Erlina Setiawati<sup>\*1</sup>, Sutisna<sup>2</sup>, Gema Ika Sari<sup>3</sup>

<sup>\*1</sup> Universitas Bina Bangsa, master of management, Indonesia

<sup>2</sup> Universitas Bina Bangsa, master of management, Indonesia

<sup>3</sup> Universitas Bina Bangsa, master of management, Indonesia

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### Email Correspondence:

[erlinasetiawati146@gmail.com](mailto:erlinasetiawati146@gmail.com)

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## ABSTRACT

Employee performance is a key indicator of the effectiveness of public organizations. At the Banten Provincial DPRD Secretariat, low administrative performance, weak discipline, and ineffective organizational coordination are still found, necessitating research into the factors influencing employee performance. This study aims to analyse the influence of leadership style and organizational structure on employee work performance, as well as the role of leadership coordination as a mediator in this relationship. The method used was quantitative with an explanatory design. The study population included all employees of the Banten Provincial DPRD Secretariat, with a sample of 271 people determined using the Slovin method. Data were collected using a questionnaire that had been tested for validity and reliability, then analysed using Partial Least Squares-Structural Equation Modelling (PLS-SEM). The results of the study indicate that leadership style and organizational structure have a significant positive influence on work performance, and both contribute significantly to leadership coordination. Leadership coordination has been shown to mediate the relationship between leadership style and organizational structure on employee work performance. In conclusion, the effectiveness of leadership and organizational structure in improving work performance is highly dependent on established coordination. These findings enrich the literature on performance management and motivation and can serve as a basis for developing personnel policies at the Banten Provincial DPRD Secretariat.

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## INTRODUCTION

Organizational success is key to success in the workplace; one component of work success is work performance. Where work performance reflects not only individual productivity, but also the overall performance of the organization in achieving its strategic goals (Muenjohn et al., 2024). Factors that influence work performance involve various internal and external aspects, including leadership style and work environment, which play a significant role in determining employee morale (Pham et al., 2024). Therefore, understanding the relationship between these factors is important to ensure optimal performance (Liqiang et al., 2024).

Furthermore, work performance also serves as a basis for managerial decisions regarding employee promotions, training, and development (Liqiang et al., 2024). High levels of work performance simultaneously create a competitive and innovative organizational culture, which can increase organizational competitiveness. Well-measured work performance also allows organizations to evaluate the effectiveness of human resource management strategies and develop policies that adapt to internal and external dynamics (Wang et al., 2024). Thus, improving work performance is not only an individual responsibility but an integral part of the organization's strategy to achieve sustainable excellence (Muenjohn et al., 2024).

Work performance is also demonstrated through initiative and responsibility at work. Employees who are proactive in solving problems, willing to work outside of working hours when needed, and able to make

technical decisions quickly will more easily achieve set performance targets. This is closely related to employee status within the organizational environment. Employee status plays a crucial role in shaping psychological well-being, limited access to opportunities, and work motivation (Urrila & Eva, 2024). Unfairly managed differences between civil servants and contract workers can create inequalities that impact individual and collective organizational performance (Broncano et al.)

Furthermore, employees' ability to coordinate and collaborate effectively with members of the Regional People's Representative Council (DPRD), colleagues, and other work units plays a significant role in supporting the smooth operation of the Secretariat. Good coordination in activities such as plenary sessions, hearings, and official travel demonstrates employees' ability to work synergistically and responsively to organizational needs (Rybinski, 2024). Furthermore, the ability to manage budgets and supporting facilities is also part of the work performance assessment. Accuracy in preparing financial reports, targeted budget utilization, and maintenance of office facilities are indicators of efficiency and accountability in work (Ren & Shen, 2024).

In this context, leadership coordination is key. A leader's ability to integrate various work units, build synergy, and align perceptions among employees has the potential to be a mediating factor. Coordination that is effective allows leadership style and organizational structure to run in harmony, thus having a positive impact on performance achievement (Goetz et al., 2024).

Therefore, it is important to conduct research on the role of leadership coordination as a mediating variable between leadership style and organizational structure on work performance. This research aims not only to clarify the relationship between these variables but also to provide a basis for formulating more effective managerial policies to improve employee performance at the Cilegon City DPRD Secretariat (Subramanian & Banihashemi, 2024).

Low work performance can be influenced by several factors, one of which is leadership style. Leadership style has a significant influence on performance. Employee performance determines how a leader directs, motivates, and supports subordinates in achieving organizational goals. Effective leadership, such as transformational leadership, encourages employees to exceed their capabilities by providing inspiration, a clear vision, and emotional support. Transformational leaders build strong relationships with subordinates, reward their work, and create a work environment conducive to the development of individual potential. As a result, employees feel more motivated, have high work morale, and are able to demonstrate optimal performance (Blomberg et al., 2024).

Conversely, an authoritarian or less than fair leadership style can negatively impact work performance. When leaders tend to impose rules without allowing room for creativity and participation, employees feel burdened, demotivated, and tend to underperform. Conversely, leaders who adopt a participatory approach and focus on employee empowerment create a collaborative work environment, thereby increasing employees' sense of responsibility and commitment to their work. Thus, an appropriate leadership style not only improves individual productivity but also enhances overall organizational success (Nassani et al., 2024).

In addition, work performance can be influenced by organizational structure. A clear organizational structure can help improve work performance by defining clear roles and responsibilities for each employee, reducing confusion and conflict in the workplace, and increasing efficiency and effectiveness in carrying out tasks. A flexible organizational structure can enable employees to adapt to rapid changes, improve their ability to make the right decisions, and increase their ability to innovate and develop new ideas (Moreno-Domínguez et al., 2024).

Conversely, when an organizational structure is unfocused, work performance will be low, and employees will feel confused about carrying out their duties and responsibilities. Conflicting information causes

employees to carry out their tasks without a clear direction and lack of clarity about their goals. Furthermore, a poorly defined organizational structure slows adaptation to change, and employees tend to resist change and seek updates regarding their duties. This can result in low work performance and a loss of customer loyalty due to a lack of satisfaction with the service provided by public officials (Li & Jia, 2024).

Leadership coordination is one of the main factors determining an employee's level of work performance. When employees have good coordination, they tend to be more motivated to complete tasks well, work harder, and contribute maximally to achieving organizational goals. Good leadership coordination encourages employees to demonstrate strong commitment, be proactive in solving problems, and deliver higher-quality and efficient work results. Leadership coordination can impact work performance by improving communication and teamwork, reducing conflict and confusion in the workplace, and increasing efficiency and effectiveness in achieving goals. Furthermore, good coordination can increase employee motivation and satisfaction, develop employee skills, and increase employee retention and reduce turnover (Ansari & Khan, 2024).

Conversely, poor coordination can negatively impact work performance. Those with poor coordination tend to be less motivated, exhibit higher absenteeism rates, and produce work of inadequate quality. This can be caused by various factors, such as a non-conducive work environment, lack of recognition, or excessive work pressure. Therefore, building and maintaining coordination through motivation, recognition of achievements, and creating a positive work atmosphere is crucial to ensuring optimal performance and overall organizational success (Shal et al., 2024).

State of the art

In addition to the phenomena described above, there are research gaps in previous studies addressing the same topic, including differences in research results, research subjects, and the use of different variables. Table 1 explains this research gaps related to differences in research results.

Table 1 Research Gap Differences in Research Results on Leadership Coordination Variables on Work Performance

author	title	findings	result
(Dzikriana et al., 2024)	Leadership effectiveness in improving employee performance	Leadership effectiveness, including coordination skills, has a significant influence on improving work performance.	
(Helalat et al., 2024)	Transformational Leadership and Employee Performance: A Further Insight Using Work Engagement	Effective transformational leadership in coordinating teams improves work performance through increased work engagement.	
(Budi Cahyono & Nur, 2023)	The Influence of Leadership Style and Organizational Culture on Employee Performance	Leadership style that is able to coordinate the team effectively together with a supportive organizational culture has a significant influence on work performance	significant
(Siraj et al., 2022)	Linking Leadership to Employees Performance: The Mediating Role of Human Resource Management	Leadership coordination does not have a significant influence on work performance, its influence is mediated by human resource management practices.	Not significant

Sorce: (Dzikriana et al., 2024), (Budi Cahyono & Nur, 2023), (Helalat et al., 2024) dan (Siraj et al., 2022)

Based on Table 1 regarding *Research Gap* Based on the differences in research results on leadership style variables and work performance, inconsistencies were found between researchers. Three previous studies (Dzikriana et al., 2024; Helalat et al., 2024; dan Budi Cahyono & Nur, 2023) showed that leadership style, especially in terms of effective coordination, has a significant effect on improving employee work

performance, both directly and through mediation such as work engagement and organizational culture. However, different results were shown by Siraj et al. (2022), who found that leadership coordination did not have a significant direct effect on work performance, because this influence was mediated by human resource management practices. This difference indicates the existence of *research gap* which is important to research further, especially to understand what conditions or factors cause these differences in influence, as well as how the mediating or contextual role of the organization influences the relationship between leadership coordination and employee work performance.

Based on the phenomena and research gaps that have been explained, the formulation of this research problem is as follows: 1) Is there a direct influence of leadership style on employee work performance at the DPRD Secretariat in Banten Province? 2) Is there a direct influence of organizational structure on employee work performance at the DPRD Secretariat in Banten Province? 3) Is there a direct influence of leadership style on leadership coordination at the DPRD Secretariat in Banten Province? 4) Is there a direct influence of organizational structure on leadership coordination at the DPRD Secretariat in Banten Province? 5) Is there a direct influence of leadership coordination on employee work performance at the DPRD Secretariat in Banten Province? 6) Is there an indirect influence of leadership style on work performance through leadership coordination as a mediating variable at the DPRD Secretariat in Banten Province? 7) Is there an indirect influence of organizational structure on employee work performance through leadership coordination at the DPRD Secretariat in Banten Province.

### **Novelty**

This study also offers a number of research novelties related to research methodology, including: 1) the development of a new and innovative leadership coordination model. 2) this research was conducted in the context of a government organization, namely the DPRD Secretariat in Banten Province, which has not been widely studied. 3) the development of a theory on the role of leadership coordination in mediating the influence of leadership style and organizational structure.

## **RESEARCH METHOD**

### **Types of research**

This research was conducted at the Regional People's Representative Council (DPRD) secretariat in Banten Province. In line with the research objectives, this study employed a descriptive causality design with quantitative methodology (Deole et al., 2023). The proposed hypotheses were then tested using this quantitative technique. This strategy is based on a positivist philosophy, which uses research tools to collect and evaluate quantitative and statistical data to test hypotheses (Nilsen & Kongsvik, 2023).

### **Population and sample**

In this study, the population included all 842 DPRD secretariat employees in Banten Province, spread across eight district/city secretariat locations. The sampling technique used proportional random sampling with the Slovin formula as the basis for calculations at a 5% error rate. This resulted in a sample size of 271.

### **Data analysis techniques**

The data collection technique uses a questionnaire through a survey and the data analysis technique uses the SPSS application for descriptive analysis using a range of scales and Smartpls version 3.2.3 such as measuring the model (*outer model*), modelling structure (*inner model*) in testing existing hypotheses (Demerouti, 2023).

To ensure that the research instrument has an adequate level of reliability and accuracy (validity), construct validity testing is carried out using the value *Average Variance Extracted* (AVE) and construct reliability test through the value *Composite Reliability* (CR). An instrument is declared valid if the AVE value is greater than 0.50, indicating that the indicator is able to adequately explain the latent variable. Meanwhile, construct reliability is met if the CR value is greater than 0.70, indicating strong and reliable internal consistency between indicators in measuring the construct. This can be explained in Table 2 below.

Table 2 AVE dan CR Analysis

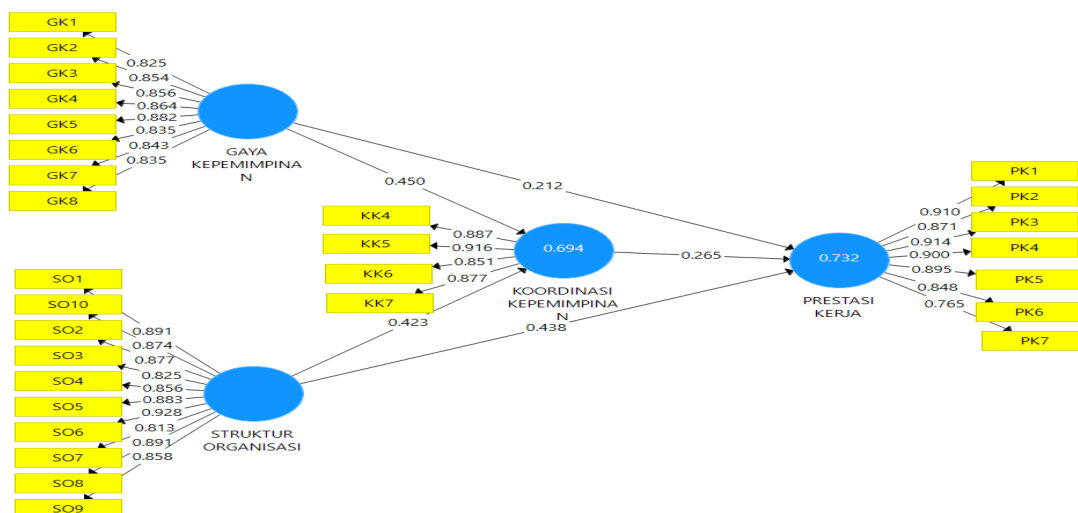
	Average Variance Extracted (AVE)	Composite Reliability
Gaya Kepemimpinan	0,721	0,954
Koordiansi Kepemimpinan	0,780	0,934
Prestasi Kerja	0,762	0,957
Struktur Organisasi	0,757	0,969

Source: Data Analysis SEM PLS (2025)

The test results in Table 2 show that all research variables have AVE values above 0.50 and Composite Reliability values above 0.70. Therefore, it can be concluded that all indicators used have met the criteria for convergent validity and have high internal consistency. Thus, this research instrument is proven valid and reliable for measuring the constructs of leadership style, leadership coordination, organizational structure, and work performance.

## RESULTS AND DISCUSSION

To ensure the relationship between the indicators and the constructs under study, an outer model analysis was conducted using the SEM-PLS approach. The outer model was used to evaluate the validity and reliability of the indicators that make up each latent variable. The data processing results produced an outer model diagram as shown in Figure 1 below.



Source: SEM PLS data processing results (2025)

Figure 4.1 Outer Model Analysis Results (PLS Algorithm)

After the research instrument is declared valid and reliable through outer model testing, the next step is to conduct a hypothesis test to determine the relationship between the variables proposed in the research model. This hypothesis test is conducted by examining the path coefficient value (*path coefficient*), mark *t-statistic*, as well as the level of significance (*p-value*), so that it can be determined whether the proposed hypothesis is accepted or rejected. This will be explained in Table 3 below.

Table 3 Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
H1: LEADERSHIP STYLE -> WORK PERFORMANCE	0,212	0,207	0,060	3,543	0,000
H2: ORGANIZATIONAL STRUCTURE -> WORK PERFORMANCE	0,438	0,427	0,067	6,558	0,000
H3: LEADERSHIP STYLE -> LEADERSHIP COORDINATION	0,450	0,452	0,057	7,907	0,000
H4: ORGANIZATIONAL STRUCTURE -> LEADERSHIP COORDINATION	0,423	0,417	0,059	7,120	0,000
H5: LEADERSHIP COORDINATION -> WORK PERFORMANCE	0,265	0,269	0,054	4,906	0,000
H6: LEADERSHIP STYLE -> LEADERSHIP COORDINATION -> WORK PERFORMANCE	0,119	0,122	0,030	4,019	0,000
H7: ORGANIZATIONAL STRUCTURE -> LEADERSHIP COORDINATION -> WORK PERFORMANC	0,112	0,111	0,024	4,600	0,000

Source: Data analysis SEM PLS (2025)

Based on Table 3, the results of the hypothesis test above, it can be explained that leadership style has a significant effect on work performance with a t-statistic value of  $3.543 > 1.96$  and a p-value of  $0.000 < 0.05$ . Thus, the first hypothesis is accepted, meaning that leadership style is proven to have a positive and significant effect on improving work performance.

Organizational structure has a significant effect on work performance, as evidenced by a t-statistic of  $6.558 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus accepting the second hypothesis. This indicates that organizational structure has a positive and significant effect on work performance.

Furthermore, leadership style has a significant effect on leadership coordination, with a t-statistic of  $7.907 > 1.96$  and a p-value of  $0.000 < 0.05$  so that the third hypothesis is accepted, meaning that the higher the leadership style, the stronger the leadership coordination formed among employees.

Organizational structure significantly influences leadership coordination with a t-statistic of  $7.120 > 1.96$  and a p-value of  $0.000 < 0.05$ , indicating that the fourth hypothesis is accepted. This proves that the higher the organizational structure, the better the leadership coordination.

Furthermore, leadership coordination has a significant effect on work performance with a t-statistic of  $4.906 > 1.96$  and a p-value of  $0.001 < 0.005$  so that the fifth hypothesis is accepted, this explains that the higher the leadership coordination, the better the work performance.

Analysis of the sixth hypothesis, which is an indirect influence, shows that leadership style has a significant effect on work performance through leadership coordination with a t-statistic of  $4.019 > 1.96$  and a p-value of  $0.000 < 0.05$ , thus the sixth hypothesis is accepted. This means that leadership coordination significantly mediates leadership style on work performance.

Furthermore, the results of the analysis of the seventh hypothesis, which is an indirect influence, where organizational structure has a significant effect on work performance through leadership coordination with a t-statistic of  $4.600 > 1.96$  and a p-value of  $0.001 < 0.05$ . This means that the seventh hypothesis is accepted, and this illustrates that leadership coordination significantly mediates organizational structure on work performance.

### **The significant influence of leadership style on work performance in the DPRD Secretariat throughout Banten Province**

The results of the first hypothesis test show that leadership style has a significant effect on work performance, meaning that the more effective the leadership style applied, the higher the employee's work performance or achievement. These findings align with transformational leadership theory, which emphasizes the importance of inspiration, individual attention, and empowerment in improving employee motivation and performance. Leadership that provides clear direction, fosters open communication, and creates a positive work environment has been shown to be crucial in driving optimal performance.

In the context of the Regional People's Representative Council (DPRD) Secretariat, where workloads are complex and deadlines are often tight to support legislative functions, an effective leadership style is essential. Leaders who are able to motivate, fairly allocate roles, and provide tangible support to staff will create a conducive work environment, increase employee accountability, and expedite the completion of administrative tasks. Therefore, these findings provide an important foundation for DPRD Secretariat leaders to continue developing a leadership style oriented toward collaboration and performance, in order to improve accountability and overall institutional service.

These findings align with previous relevant research that found that leadership style significantly influences job performance (Kim et al., 2024). In an organizational context, leadership style contributes to increased job satisfaction, motivation, and productivity, all of which are important factors in job performance (Helalat et al., 2024). The higher the leadership style, the better the employee's job performance in an organization. Conversely, a lower leadership style will negatively impact job performance (Fischer et al., 2024).

In line with this research, other studies explain that leadership style has key dimensions such as active listening, empathy, commitment to employee growth, and community building (Indriasari et al., 2023). Leaders who are able to listen deeply to employee needs can create a sense of appreciation and trust (Dewi et al., 2024). Empathy helps leaders understand employee challenges, while a commitment to individual development encourages them to reach their full potential (Leitner, 2023). These dimensions provide the foundation for employee support, which contributes to improved work performance (Ren & Shen, 2024).

Based on this explanation, it can be concluded that leadership style has a significant impact on work performance because it can create a strong relationship between leaders and employees through empathy, support, and individual development. By understanding the dimensions, relationships, and factors that influence the effectiveness of leadership styles, organizations can design leadership strategies that support the success of employees and the organization as a whole. Implementing an effective leadership style can be key to creating a harmonious work environment and optimal performance.

### **The significant influence of organizational structure on work performance in the DPRD Secretariat throughout Banten Province**

The second hypothesis suggests that organizational structure significantly influences performance. This means that the clearer, more structured, and more integrated the organization's definition of roles, authority, and workflow, the higher the level of employee performance. This finding aligns with classical organizational theory and contingency theory, which state that an efficient organizational structure supports individual and team effectiveness by creating role certainty, inter-unit coordination, and a smooth flow of information.

In the context of the DPRD Secretariat, a sound organizational structure is crucial to ensure the smooth running of administrative and technical tasks that support the DPRD's agenda and functions, such as preparing session schedules, documenting meetings, and managing finances and official documents. A

clear organizational structure enables employees to work according to their primary duties and functions (tupoksi), reduces overlapping authority, and expedites the decision-making process. Therefore, strengthening the organizational structure within the DPRD Secretariat not only supports operational efficiency but also serves as a key pillar in enhancing the accountability and professionalism of the apparatus, in accordance with the principles of good governance and bureaucratic reform.

These findings align with previous research explaining that organizational structure significantly influences work performance. Organizational structure determines how tasks, responsibilities, and authority are distributed within an organization (Johari & Yahya, 2019). A clear and organized structure facilitates workflow because each individual knows their role, who they report to, and the scope of their responsibilities (Widyaningrum & Lia Amalia, 2023). This creates efficiency in task execution by reducing confusion and overlapping work, thus directly impacting individual and team work performance (Domínguez et al., 2024).

In line with the above research, organizational structure also influences communication patterns and coordination between departments (Shagufta Ashraf, Dr. Muhammad Mudassar Khan, Shabana Nawaz Khan, Dr. Fahee, 2021). Open and flexible structures, such as matrix or flat structures, tend to accelerate the flow of information and encourage cross-functional collaboration (Marlia et al., 2025). Conversely, structures that are too hierarchical or bureaucratic can hinder information exchange, which ultimately negatively impacts the speed of decision-making and performance achievement. Thus, an adaptive structure can create a more responsive and productive work environment (Alkhayyal & Bajaba, 2024).

Based on this explanation, it can be concluded that organizational structure has a significant influence on work performance. The better the organizational structure, the higher the work performance.

### **The significant influence of leadership style on leadership coordination in the DPRD Secretariat throughout Banten Province**

The third hypothesis shows that leadership style has a significant effect on leadership coordination. This means that the more effective and positive the leadership style implemented by the leader, the stronger and more solid the coordination between employees in the organization. This finding is very consistent with the situational and transformational leadership theories, which state that the ability of a leader to adapt his leadership style to the needs of the team will affect the level of cohesion, communication, and synergy in the organization.

In the context of the DPRD Secretariat, coordination between departments and staff is a vital element in supporting the smooth running of legislative, administrative, and council member service tasks. A leader who is able to implement a communicative, inclusive, and participatory leadership style will be able to build more effective coordination among staff, both in planning session schedules, distributing tasks, and preparing official DPRD documents. Such a leadership style not only creates a harmonious work environment but also increases the speed and accuracy of task execution, which ultimately has a positive impact on overall institutional performance.

These findings align with previous research. Leadership style is the approach a leader uses to influence, motivate, and direct their subordinates (Alqhaiwi, 2024). This style significantly determines how a leader coordinates tasks and resources within an organization (Helalat et al., 2024). For example, a transformational leadership style encourages a shared vision and collective inspiration, thus facilitating unified coordination between the leader and team members (Gupta & Jangra, 2024). Conversely, an authoritarian leadership style tends to be one-way, which can weaken synergy and active involvement in the coordination process (Shal et al., 2024).

Leadership style also significantly influences communication patterns within a team, which is the main



foundation of coordination (Setyawati & Fitriati, 2023). Leaders who adopt a participatory or democratic style tend to open up discussion spaces and provide opportunities for members to express ideas, thus creating healthy two-way communication (Ahiabu et al., 2024). This contributes to more effective coordination because information flows smoothly and misunderstandings are minimized. Conversely, a closed leadership style can hinder communication and make coordination inefficient (Li & Jia, 2024).

Based on this, it can be concluded that there is a significant influence of leadership style on leadership coordination. The more effective the leadership style, the better the leadership coordination.

#### **The significant influence of organizational structure on leadership coordination in the DPRD Secretariat throughout Banten Province**

The fourth hypothesis shows that organizational structure has a significant influence on leadership coordination. This proves that the higher the organizational structure, the better the leadership coordination. This means that the better and clearer the organizational structure implemented, the stronger the leadership coordination created in the work environment. This finding supports classical bureaucratic theory (Max Weber) and modern organizational structure theory, which emphasizes that a well-defined structure, including task division, hierarchy, and work mechanisms, will facilitate the coordination process between individuals and between units.

In the context of the DPRD Secretariat, where the work process involves many sections with interrelated functions, such as the Session, General Affairs, Finance, and Protocol Sections, a solid organizational structure is the main foundation for maintaining work integration. When the organizational structure is clearly formulated and implemented consistently, communication channels become more effective, the delegation of authority runs appropriately, and coordination between leaders and staff is easier to establish. This ultimately supports the creation of fast, accurate, and responsive services to the needs of DPRD members and the public, while simultaneously increasing efficiency and professionalism in the implementation of institutional tasks.

This is in line with previous research that found the influence of organizational structure on leadership coordination. Organizational structure forms a formal framework that determines the relationships between divisions and levels of leadership within an institution (Pham et al., 2024). This structure influences how authority is distributed and how information flows (Setyawati & Fitriati, 2023). A clear and well-defined structure facilitates coordination between leaders at various levels, as each party understands their role, the limits of their authority, and with whom they must coordinate (Ashari & Puspasari, 2024). Without an organized structure, coordination between leaders can become unclear and prone to conflicts of responsibility (Kiazad et al., 2024a).

Based on this explanation, it can be concluded that organizational structure has a significant influence on leadership coordination. The better the organizational structure, the better the leadership coordination.

#### **The significant influence of leadership coordination on work performance at the DPRD Secretariat throughout Banten Province**

The fifth hypothesis shows that leadership coordination has a significant effect on work performance. This explains that the higher the leadership coordination, the better the work performance. This means that the better the coordination between leaders and subordinates, the higher the level of employee performance. This finding aligns with classical management theory and systems theory, which emphasize the importance of coordination as a link between planning, implementation, and evaluation of work in achieving optimal results.

In the context of the Regional People's Representative Council (DPRD) Secretariat, where cross-departmental collaboration is key to the successful implementation of strategic tasks such as preparing

session agendas, legislative documentation, and council administrative services, strong leadership coordination can create a regular and efficient work rhythm. When leaders actively build communication, provide clear direction, and address obstacles faced by staff, teamwork becomes more synchronized and productivity increases. Therefore, leadership coordination is not only a control instrument but also a key driver of public organization performance towards professional, fast, and high-quality service.

This aligns with previous research explaining that leadership coordination is the process of aligning leaders within an organization to achieve common goals (Dewi et al., 2024). When coordination between leaders is effective, the direction of policies, strategies, and work implementation becomes more focused and avoids overlap (Johari & Yahya, 2019). This helps the entire team clearly understand work priorities and work toward the same goal. A well-integrated organizational vision and mission through leadership coordination will increase target clarity and strengthen employee commitment to work, ultimately impacting optimal work performance (Petróczi et al., 2024).

Based on this explanation, leadership coordination has a significant influence on work performance. The better the leadership coordination, the better the work performance.

### **The significant indirect influence of leadership style on work performance through leadership coordination as a mediating variable at the DPRD Secretariat in Banten Province**

The sixth hypothesis, which is an indirect influence, states that leadership style significantly influences work performance through leadership coordination. This means that leadership coordination significantly mediates leadership style on work performance. By accepting the sixth hypothesis, it can be concluded that leadership style not only directly impacts work performance but also has an indirect influence that occurs through the coordination process established by leaders with their subordinates. This indicates that an effective leadership style will strengthen coordination, and strong coordination will encourage overall employee performance improvement.

In the context of the Regional People's Representative Council (DPRD) Secretariat, an institution supporting legislative, budgetary, and oversight tasks, employee effectiveness depends heavily on strong coordination between leadership and staff. A leader who can clearly communicate directions, distribute tasks fairly, and encourage active participation from subordinates will establish a structured and harmonious coordination pattern. When this coordination is optimal, employees will have clear roles, feel valued, and be motivated to complete their work according to established standards, thereby significantly improving their performance (Badru et al., 2024).

These findings align with previous research, which found that a participatory leadership style promotes increased team effectiveness through effective coordination (Kahfi & Ariyanti, 2024). Similar research also confirms that leaders who encourage open communication and build trust are better able to foster strong team coordination, ultimately improving organizational performance (Leitner, 2023). Furthermore, other research highlights the role of coordination as a key aspect in bridging leadership styles and productive teamwork outcomes (Jasimee & Blanco-Encomienda, 2023).

Thus, these findings provide an important foundation for leaders within the Regional People's Representative Council (DPRD) Secretariat to not only focus on the leadership style they implement but also ensure that it is internalized through strong coordination mechanisms. In practice, this can be achieved through regular coordination meetings, a transparent reporting system, two-way communication, and staff empowerment in operational decision-making. When leadership style and coordination go hand in hand, a conducive, productive work environment is created, capable of driving employee performance toward optimal performance (Bi et al., 2024).

## **The significant indirect influence of organizational structure on work performance through leadership coordination as a mediating variable at the DPRD Secretariat in Banten Province**

Furthermore, the analysis results of the seventh hypothesis, which is an indirect influence, where organizational structure has a significant effect on work performance through leadership coordination and this illustrates that leadership coordination significantly mediates organizational structure on work performance. Thus, the seventh hypothesis is accepted, which means that the better the organizational structure built, the more effective leadership coordination will improve employee work performance. This finding strengthens the understanding that organizational structure is not only about charts and positions, but also how workflow and communication are integrated with the coordination carried out by leaders.

In the context of the Regional People's Representative Council (DPRD) Secretariat, a clear and well-organized organizational structure, encompassing the division of tasks, job hierarchy, and reporting flow, is a crucial prerequisite for creating an efficient work system. However, this structure will be ineffective without the support of strong leadership coordination. Leaders who are able to bridge the formal structure with communicative, flexible, and responsive coordinating practices will ensure the organizational structure functions optimally and is not rigid. This is where coordination plays a crucial role in translating structural functions into concrete performance actions.

These findings are consistent with systems theory and contingency theory, which emphasize that organizations are interdependent entities, and organizational effectiveness is largely determined by the interrelationships between structure, process, and leadership. Previous research by Mintzberg (1993) stated that an effective organizational structure must be accompanied by flexible and situational coordination patterns to increase employee productivity. Meanwhile, organizational success in achieving optimal performance is largely determined by the alignment between structural design and leadership capabilities in creating a coordinated workflow (Zhang, 2024).

Thus, these findings provide important implications: improving organizational structure must be accompanied by strengthening the coordinating role of leaders, not only as task directors but also as liaisons between work units. Leaders who effectively carry out the coordinating function will be able to facilitate collaboration, unify visions across units, and ensure that the organizational structure functions not only formally but also functionally. This provides an important foundation for the DPRD Secretariat in building an adaptive and productive work environment capable of meeting the demands of public service and supporting the performance of the legislative body.

## **CONCLUSION**

Based on the results of the analysis, it can be concluded that 1) there is a significant positive direct influence of leadership style on employee work performance at the DPRD Secretariat in Banten Province 2) there is a significant positive direct influence of organizational structure on employee work performance at the DPRD Secretariat in Banten Province 3) there is a significant positive direct influence of leadership style on leadership coordination at the DPRD Secretariat in Banten Province 4) there is a significant positive direct influence of organizational structure on leadership coordination at the DPRD Secretariat in Banten Province 5) there is a significant positive direct influence of leadership coordination on employee work performance at the DPRD Secretariat in Banten Province 6) there is a significant positive indirect influence of leadership style on work performance through leadership coordination as a mediating variable at the DPRD Secretariat in Banten Province 7) there is a significant positive indirect influence of organizational structure on employee work performance through leadership coordination at the DPRD Secretariat in Banten Province.

## Implications

This research has several important implications that can serve as a reference for improving organizational performance. First, the results emphasize the need for a participatory and humanistic leadership style that fosters dialogue and demonstrates empathy for staff. Second, organizational structure has proven to be the most influential factor, and therefore needs to be structured efficiently, flexibly, and free from overlapping functions, with clear delegation of authority. Third, the leadership's coordination function must be strengthened, as it serves as a catalyst for cross-departmental teamwork, not merely an administrative function. Fourth, the managerial and supervisory capacity of leaders needs to be enhanced through ongoing training to enable them to fulfil their role as coordinating leaders. Fifth, work procedures must be integrated with effective organizational communication through regular outreach and communicative media. Sixth, the development of a structure-based, integrated monitoring system is necessary to ensure more accountable task implementation and support systematic work development. Finally, bureaucratic reform in regional legislative bodies must emphasize the synergy between leadership style, adaptive organizational structure, and effective coordination as an integrated approach to drive improved work performance.

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