

The effect of work facility mediation on leadership style on employee performance

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Abstract: The purpose of this study is to examine the influence of work facility mediation on leadership style on employee performance. By using a quantitative approach and PLS-SEM causality. The object of this study is the Communication and Informatics Office of Serang Regency, precisely in the field of Public Communication Information with a sample of 50 respondents. The data was analyzed using software in the form of SmartPLS version 4.0. The results of the study show that: 1) Work facilities do not have a significant effect on employee performance. 2) Leadership style does not have a significant effect on work facilities. 3) Leadership style has a significant effect on employee performance. 4) Work failure cannot mediate between leadership style and employee performance, which can be interpreted that work facilities cannot strengthen the influence of leadership style in improving employee performance.

Keyword: work facilities; leadership style; employee performance

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Introduction

In managing an organization, human resources play a crucial role in achieving organizational goals. An organization's ability to succeed depends heavily on its human managers rather than on the benefits of technology available in this digital age. Effective human resources are expected to provide high-quality results in accordance with the expectations and preferences of the organization. Human resources are one of the important roles in achieving a goal in managing an agency. The technological excellence available in this digital era is not one of the keys to the success of an agency. Still, the main capital is the ability of humans to manage it. Meanwhile, according to (Tolu et al., 2021) Good, human resources are expected to produce good performance in accordance with the expectations and desires of the agency.

Employee performance is the work achievement of individuals or groups in accordance with their respective authorities and responsibilities during a certain period. This performance is a key element in achieving organizational goals and also contributes to organizational development. According to (Setiarini & Kustini, 2022) The optimal performance of all employees is one of the steps that companies can take to achieve the targets and goals that have been set. Meanwhile, according to (Siagian & Khair, 2018) Performance also means as the result of the work of employees seen in terms of quality, quantity, working time, and cooperation to achieve the goals that have been set by the organization.

But in reality, in an organization, suboptimal employee performance can sometimes be influenced by poor leadership styles. There is a phenomenon that shows the inactivity of social media accounts of the Communication, Informatics, Cryptography, and Statistics Office of Serang Regency. This can be seen from Instagram stories that are often empty, the number of followers is only up to a thousand, and the account does not have a blue checkmark or verification that indicates the authenticity of the account. This inactivity resulted in the lack of dissemination of information issued by the Agency to the public. So there is a fundamental problem that hinders

their performance, namely that the existing leadership needs to be more innovative and adaptive to new technologies. This causes organizations to need to catch up in taking advantage of technological developments that can improve work effectiveness and efficiency. In addition, the available facilities need to be considered adequate to support the activeness of this social media. The absence of adequate tools and technology hinders the ability of employees to work optimally and keep up with the latest developments in the field of communication and information. The performance of employees of an organization can be improved, one of which is by providing supportive facilities and the quality of leadership styles that must be improved again.

Leadership style has a positive and significant effect on employee performance because leadership style can improve the quality of employee work effectively and efficiently for the achievement of organizational goals. According to (Trang, 2019) Reformists, leaders must be sensitive to change and able to analyze what are the weaknesses and strengths of both internal and external organizations in order to be able to solve the problems faced and further improve employee performance and organizational performance. Meanwhile, according to (A. Wahyudi, 2006) Leadership Style is a behavior applied by a leader whose purpose is to influence the behavior of others. Leadership style can also be referred to as a pattern of behavior that is intended to influence the actions of others consistently. A good leadership style will certainly have a good effect on employee performance because leaders are an example for employees in carrying out a job. Leaders should also be more innovative and adaptive to technological developments so that organizations are able to catch up to the times. Therefore, a good leadership style has a very important role in an organization because it indirectly affects employee performance.

Leadership style has a significant positive effect on employee work facilities because leadership style not only affects employee performance but also work facilities. This is certainly very influential because good work facilities will also provide good work quality. Good leaders certainly do not only focus on managing human resources but also on managing the physical environment where they work, which can improve the welfare and quality of employees' work. According to (Prawira, 2020) the inadequate work facilities certainly have an impact on employee job satisfaction.

Meanwhile, according to (Jufrizen, 2021) Facilities are defined as one of the factors that support the work of an employee in carrying out the tasks given by a company, good work facilities with appropriate tools support employee performance more conducive, thereby making work more effective and efficient. Work facilities are the facilities provided by the organization to support operations and achieve the goals set by management. This facility has a positive impact on improving employee performance. With adequate facilities, employees can work more efficiently, and service recipients will feel more comfortable and satisfied during the service process (Jufrizen, 2021). With the quality of a good leadership style, adequate work facilities will also be created; therefore, of course, it will also affect the quality of the organization's work.

Work facilities have a positive and significant effect on employee performance because good work facilities will increase employee comfort during work and improve the quality of work results. Adequate facilities reduce wasted time because adequate facilities can improve the quality of employee work. Therefore, employees will tend to be more focused and productive at work. According to (Prayudi, 2022), the availability of work facilities, it is hoped that companies will get rewards in the form of increased company profits, with the motivation of employees to work will be more enthusiastic. With an increase in carrying out duties, employee performance will be more motivated in achieving organizational goals more optimally. Meanwhile, according to (Umar et al., 2021) Work facilities are a support to improve employee performance if they are well available, making it easier to carry out work. Thus, adequate work facilities can also support employee performance more optimally.

Mediation of work facilities on leadership style has a positive and significant effect on employee performance because adequate work facilities can improve employee performance so that employees can feel comfortable and more productive in carrying out a job. Therefore, work

facilities can be considered as a mediation variable that serves as a link between leadership style and employee performance. A good leadership style in an organization also influences the provision of organizational work facilities because a good leader will certainly provide work comfort by providing adequate facilities so that employee performance can also be more effective and efficient in order to achieve the goals desired by an organization. Therefore, the mediation of work facilities in leadership style on employee performance can have an effect both directly and indirectly. Thus, the researcher aims to conduct research using the above variables at the Communication and Informatics Office of Serang Regency.

Research Method

This type of research uses a quantitative method with a causality (causation) approach. This approach emphasizes the analysis of numerical data (numbers) with the aim of identifying significant relationships between the variables studied. The results of this analysis will provide a clearer picture of the research object (C. Wahyudi & Jalil, 2023)

This research was conducted at the Serang Regency Communication and Informatics Office, which is located on Veteran Street No.1 Serang, with a population of all employees in the field of information and technology totaling 50 people as a sample or saturated sample technique. The saturated sample or total sample technique is applied when the population number is less than 100 (Silaban & Siregar, 2023) This means that from the entire population in this study, a sample of 50 people was taken. In this study, the leadership style variables adopted (Sembiring & Sitanggang, 2022) stated that there are five indicators of leadership style, namely decision-making ability, motivational ability, communication ability, ability to control subordinates, and responsibility. Then, the variable of work facilities adapted (Monde et al., 2022) has 3 indicators, namely work equipment facilities, work equipment facilities, and social facilities. Meanwhile, employee performance indicators include quality, quantity, timeliness, effectiveness, and independence (Lie & Siagian, 2018). This data collection method uses a questionnaire that will be distributed directly using a Likert scale tool 1-5 (strongly disagree – strongly agree). This questionnaire is divided into two parts: the first is related to the characteristic information of the respondents, while the second part is related to the variables studied. As for analyzing the data in this study, SmartPLS software version 4.0 was used. What is tested in this test is the outer model and inner model. the hypothesis in this study is:

H1: Work Facilities have a significant effect on Employee Performance

H2: Leadership Style has a Significant Effect on Work Facilities

H3: Leadership style has a significant effect on employee performance

H4: Leadership style has a significant effect on employee performance through work facilities as a mediating variable.

Results and Discussions

The steps of testing the form of measurement in the model include validity and reality testing. In the validity test, it is seen from the loading factor generated in data processing. The loading factor must be above 0.50; then, the AVE must be greater than or equal to 0.50 (Hair et al., 2017) As for Cronbach's Alpha and composite reliability, the value must be more than 0.60 (Ghozali & Latan, 2015).

Table 1. Outer Model

| Variable | Indicator | Outer Loading | | Cronbach Alpha | Composite Reliability | AVE |
|------------------|-----------|---------------|-------|----------------|-----------------------|-------|
| | | OL1 | OL2 | | | |
| Leadership Style | LS1 | 0.724 | 0.726 | 0.776 | 0.783 | 0.528 |
| | LS2 | 0.788 | 0.787 | | | |

| Variable | Indicator | Outer Loading | | Cronbach Alpha | Composite Reliability | AVE |
|----------------------|-----------|---------------|-------|----------------|-----------------------|-------|
| | | OL1 | OL2 | | | |
| Work Facilities | LS3 | 0.635 | 0.633 | 0.636 | 0.867 | 0.713 |
| | LS4 | 0.776 | 0.777 | | | |
| | LS5 | 0.700 | 0.699 | | | |
| | WF1 | -0.203 | - | | | |
| | WF2 | 0.676 | 0.733 | | | |
| Employee Performance | WF3 | 0.925 | 0.944 | 0.789 | 0.794 | 0.545 |
| | EP1 | 0.658 | 0.656 | | | |
| | EP2 | 0.678 | 0.678 | | | |
| | EP3 | 0.763 | 0.764 | | | |
| | EP4 | 0.780 | 0.781 | | | |
| | EP5 | 0.801 | 0.801 | | | |

Note(s): OL1 (Outer Loading First Test); OL2 (Outer Loading 2nd Test); AVE (Average Variance Extracted).

Based on Table 1, there is one indicator that does not meet the validity requirements, namely WF1 -0.203, while the others meet the requirements. Recommending the outer loading test, the value must be 0.50, while the AVE must be above 0.50. It can be seen in Table 1 that the CA, CR, and AVE values have met the recommended requirements.

Table 2. Hypothesis Testing

| Test | Model | Original Sample | t-statistic | p-values | Decision |
|-----------------|--|-----------------|-------------|----------|----------|
| Direct Effect | Work Facilities (WF) → Employee Performance (EP) | 0.225 | 1.146 | 0.252 | NS |
| | Leadership Style (LS) → Work Facilities (WF) | 0.581 | 1.842 | 0.066 | NS |
| | Leadership Style (LS) → Employee Performance (EP) | 0.820 | 6.242 | 0.000 | S |
| Indirect Effect | Leadership Style (LS) → Work Facilities (WF) → Employee Performance (EP) | 0.131 | 1.582 | 0.114 | NS |

Note(s): S (Significant); NS (Not Significant)

Based on Table 2 of the four hypotheses proposed, it is stated that there are three insignificant hypotheses, including H1, H2, and H4. This can be seen from the t-statistic, which is less than 1.96, and the p-value is more than 0.05 (Hair et al., 2017). Meanwhile, the significant or accepted hypothesis is H3, namely, leadership style affects employee performance.

The effect of work facilities on employee performance

Work facilities do not have a significant effect on employee performance because employees have adapted a lot to the existing work facilities; this makes employees not feel that there is an improvement in performance even though the facilities are improved. Kejra habits that have become a daily routine make the changes in facilities less significant. The results of research from (Boni & Darmansah, 2020) because in the test the value obtained is not significant, this shows that the work facility variable has no positive and significant effect.

The influence of leadership style on work facilities

Leadership styles in an organization often do not show a significant influence on the work facilities provided. This is due to the fact that decisions regarding work facilities are generally at the administrative level or related to the material resources provided by the organization. In other words, the provision of work facilities is determined more by administrative policies and budget allocations than by individual leadership styles. Meanwhile, the leadership style itself focuses more

on aspects of human resource management, such as motivating employees, managing teams, and building good interpersonal relationships. Leaders with certain leadership styles may be able to create a positive and productive work environment through the way they lead and interact with employees. However, the direct impact of leadership style on the quality or type of work facilities available is likely to be minimal. In addition, organizations usually have their own standards and procedures in determining the work facilities that should be provided to support their operations. These standards are often based on operational needs, industry regulations, and financial considerations, rather than on individual preferences or leadership styles. Therefore, while a leader can influence the work atmosphere and culture, they may not have a significant influence on material aspects such as facilities.

The influence of leadership style on employee performance

Leadership style has a significant effect on employee performance because a good leadership style applied in an organization will have an impact on employee performance. An inspiring and supportive leadership style can increase morale and make employees feel comfortable and valued, which makes employees feel more motivated to work better every day. According to the results of research conducted by (Mamesah et al., 2022), this is because leadership is at the center of significant changes in the organization, leadership becomes a personality that has an impact and leadership is an art in creating organizational suitability and stability. In addition, other studies have also shown that leadership has a significant role in influencing employee performance, as revealed in research conducted by (Fahmi, 2021) dan (Jayanti & Wati, 2019). This makes the results of his research show that Leadership Style has a significant effect on employee performance.

Work facilities do not mediate the indirect influence of leadership style on employee performance

The indirect effect of leadership style on employee performance is not mediated by work facilities. This is due to the fact that leadership style does not directly support or facilitate employee performance through available work facilities. Leadership style refers to the ability of a leader to direct, guide, and motivate his employees to achieve organizational goals. Effective leadership styles are usually flexible and able to adapt to dynamic situations. Adaptive leaders can provide support that suits the needs of employees in various changing conditions and situations. In contrast, work facilities are more static. Work facilities, such as equipment, technology, office space, and other resources, often cannot be adjusted quickly to meet the changing needs of employees. These facilities tend to stay the same and are not easily changed according to the dynamics of work. Thus, work facilities cannot serve as an effective mediator between leadership style and employee performance. Although work facilities are important to support employee performance, they cannot replace the role of adaptive and responsive leadership.

Conclusion

From the results of the discussion described above, the implication of the results of this study is that work facilities have no significant effect on employee performance, because employees have adapted a lot to existing work facilities. Leadership style has no significant effect on work facilities, because decisions regarding work facilities are at the administrative level or material resources provided by the organization. Leadership style has a significant effect on employee performance because a good leadership style implemented in an organization will have an impact on employee performance. The indirect effect of leadership style on employee performance is not mediated by work facilities, because if the leadership style does not directly support the work facilities needed to improve employee performance directly. Thus, the practical recommendation from this study is the importance of focusing on developing an effective leadership style to improve employee performance. Efforts to improve work facilities also need to

be considered, although it is not expected to directly improve performance, but it is still needed to meet the needs and expectations of employees and support a conducive work atmosphere. Steps that can be taken are to involve employees in the planning and evaluation of work facilities to ensure that the facilities provided match their needs. Thus, organizations can achieve their goals more effectively through improved leadership styles and the provision of appropriate work facilities.

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