

THE EFFECT OF LEADERSHIP STYLE AND WORK FACILITIES ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AS AN INTERVENING VARIABLE AT PT. KILANG LIMA GUNUNG

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***Abstract** – This research aims to determine the influence of Leadership Style and Work Facilities on Employee Performance through Job Satisfaction as an intervening variable at PT. Five Mountains Refinery. The method used is qualitative. The research used primary data (questionnaires) from 59 respondents who were employees of PT. Five Mountains Refinery. The data analysis technique used is Structural Equation Modeling (SEM) with the help of SmartPLS V3.2. The results of this research indicate that Leadership Style has a negative and insignificant effect on Job Satisfaction. Work Facilities have a positive and significant effect on Job Satisfaction. Leadership style has a positive and insignificant effect on employee performance. Work Facilities have a positive and significant effect on Employee Performance. Job Satisfaction has a positive and significant effect on Employee Performance. Job Satisfaction is unable to mediate the influence of Leadership Style on Employee Performance. Job Satisfaction is able to mediate the influence of Work Facilities on Employee Performance at PT. Five Mountains Refinery. The final results of this research suggest that PT. Lima Gunung Refinery further adapts the company's leadership style to improve employee performance.*

***Keywords:** Leadership Style, Work Facilities, Employee Performance, Job Satisfaction.*

INTRODUCTION

In the increasingly competitive modern industrial era, companies are required to continuously improve employee performance to achieve targets and maintain business continuity. Employee performance is a crucial asset in determining organizational success, especially for industrial companies like PT Kilang Lima Gunung, which rely on the productivity and precision of its workforce in operational processes.

Every organization within a company naturally has goals and desires success. To achieve these goals, an organization, whether government or private, must utilize a platform driven by a group of people who actively participate in achieving the company's goals. Without competent employees, the stated goals will never be achieved. This can occur because many employees fail to put in maximum effort, resulting in company targets not being achieved as a result of suboptimal employee performance (Fathoni, 2022).

In this context, employees are one element that must play an active role and position themselves as professionals in accordance with the growing demands of society. The completeness of the number and quality of employees will influence the success of employee performance, leading to improved employee performance. Therefore, employees are required to be professional in carrying out their duties (Fathoni, 2022).

According to (Chairunnisah et al., 2021), employee performance is the work results achieved by an individual in carrying out assigned tasks to achieve work targets. Employees can perform well if they have high performance, which in turn results in good work. Employee performance is one of the determinants of an organization's success in achieving its goals. Performance improvements cannot be realized without good management that can encourage institutional efforts to improve performance.

According to (Nurhalizah & Oktiani, 2024), employee performance is the sum of the obligations an individual or group can produce in an organization by working towards achieving goals consistent with their assigned tasks. Essentially, performance refers to the satisfaction a person experiences after completing assigned tasks and activities. Therefore, performance is crucial for both businesses and individuals.

PT Kilang Lima Gunung is a plantation company. PT Kilang Lima Gunung processes rubber plantation products supplied by suppliers. The resulting products include wet rubber and crumb rubber, which are marketed internationally.

THEORETICAL FRAMEWORK

Employee performance

According to (Chairunnisah et al., 2021), employee performance is the work results achieved by an individual in carrying out assigned tasks to achieve work targets. Employee performance is one of the determinants of an organization's success in achieving its goals.

According to (Cahya et al., 2021), employee performance is something that is assessed based on what an employee does. In other words, individual performance is how an employee carries out their work or their work. Improved employee performance will also influence and enhance organizational performance, thereby achieving predetermined organizational goals.

Leadership Style

According to (Hasnawati et al., 2021) in his book, leadership style is an ability possessed by a leader in directing, influencing, encouraging and controlling other people or subordinates to do a job consciously and voluntarily in achieving goals together that have been set by the organization.

Work Facilities

According to (Berliana, 2021) in his book, work facilities are means, vehicles, or tools that aim to facilitate company activities and improve employee welfare, so that they can carry out their duties well.

Job Satisfaction

According to (Indriyani et al., 2021) job satisfaction is an effectiveness or emotional response to aspects of work and general organizational commitment to one's work which shows the difference between the amount of rewards workers receive and the amount they believe they should receive.

RESEARCH METHODS

This research will use a quantitative approach. According to (Waruwu et al., 2025), quantitative research is a research approach that uses numerical data to answer research questions. The quantitative approach was chosen because this study aims to test causal relationships and measure the influence between the variables studied: Leadership Style, Work Facilities, Employee Performance, and Job Satisfaction. The research method used is a survey method. Data will be collected directly from respondents.

Research Object

PT. Kilang Lima Gunung is a company engaged in the rubber processing industry, producing crumb rubber. This company is also a rubber exporter in West Sumatra. The research object is something that is of concern in a study because it is the target to be achieved to obtain answers or solutions to existing problems. According to (Sukmawati et al., 2023), a research object is anything in any form determined by the researcher to be studied to obtain information about it and draw conclusions. To obtain the data and information needed for this thesis, the author conducted research at PT. Kilang Lima Gunung, located at Jl. Raya Banuraran No. 24, Lubuk Begalung District, Padang City, West Sumatra.

Population and Sample

According to Sukmawati et al. (2023), a population is a generated field consisting of objects and subjects with certain characteristics. From there, researchers decide what to research, analyze, study, and draw conclusions. The population in this study was 145 employees at PT. Kilang Lima Gunung.

In this study, the author narrowed the population to 145 employees by calculating the sample size using the Slovin Formula according to Sugiyono (2021). This study used the Slovin Formula because the sample size of 59 was representative so that the research results could be generalized. The calculation did not require a sample size table, but could be done using simple formulas and calculations.

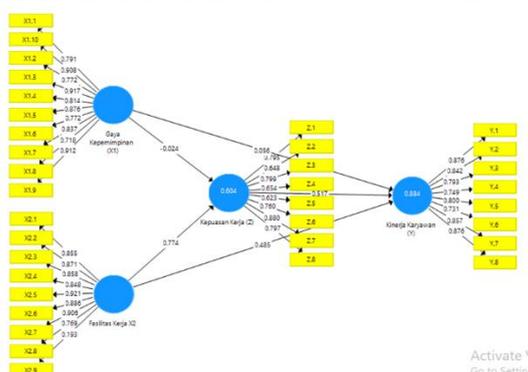
Data Analysis Technique

Structural Equation Modeling-Partial Least Square (SEM-PLS) is a powerful analysis method because it allows structural equation modeling with the assumption that the data used does not have to be normally distributed, SEM-PLS can use a relatively small sample size, and the indicators used are reflective, formative, or a combination of both.

RESULT AND DISCUSSION

Outer Model

Based on the results of the outer model testing using SmartPLS, the correlation values between the statement items of the research variables are obtained as follows:



Average Variance Extracted (AVE) Assessment

The validity criterion of a construct or variable can also be assessed through the Average Variance Extracted (AVE) value of each construct or variable. A construct is said to have high validity if its value is above 0.5. The AVE values in this study are presented in Table 1 below:

Table 1 Average Variance Extracted (AVE) Value

Variable	AVE
Leader Style (X1)	0,696
Work Facilities (X2))	0,749
Employee Performance (Y)	0,668
Job Satisfaction (Z)	0,561

Source: SmartPLS processing results, 2026

Reliability Assessment (Cronbach's Alpha)

After determining the data validity level, the next step is to determine the data reliability level of each construct or variable. This assessment is done by looking at the composite reliability value and the Cronbach's alpha value. A construct is said to be reliable if it gives a Cronbach's alpha value > 0.70. The reliability test results are presented in Table 2

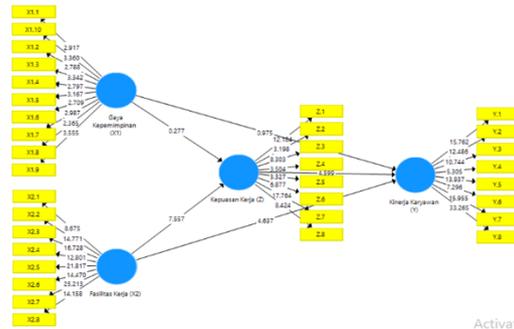
Table 2 Reliability Values

Construct (Variable)	Cronbachs Alpha	Rho A	Composite Reliability	Keterangan
Leader Style (X1)	0,963	0,876	0,963	Reliabel
Work Facilities (X2))	0,952	0,952	0,961	Reliabel
Employee Performance (Y)	0,928	0,931	0,966	Reliabel
Job Satisfaction (Z)	0,887	0,905	0,962	Reliabel

Source: SmartPLS processing results, 2026

Inner Model

The next testing process is the inner model or structural model testing, which aims to determine the relationship between constructs as hypothesized. The structural model is evaluated by observing the R-Square value for endogenous constructs based on the influence received from exogenous constructs.



Next, as explained previously, the inner model assessment is evaluated through the R-Square value, to assess whether the influence of certain exogenous latent constructs on endogenous latent constructs has a substantive effect. The R-Square estimation is shown in Table 3:

Table 3 R-Square Values

Variable	R Square	R Square Adjusted
Employee Performance (Y)	0,883	0,877
Job Satisfaction (Z)	0,606	0,592

The R-Square value for the job satisfaction construct is 0.606 or 60.6%, which illustrates the magnitude of the influence received by the leadership style construct and the work facilities construct in explaining or influencing job satisfaction. The remaining 39.4% is influenced by other variables outside this study. Meanwhile, the R-Square value for the employee performance construct is 0.883 or 88.3%, which reports the magnitude of the influence received by the employee performance construct from the leadership style, work facilities, and job satisfaction constructs. And the remaining 11.7% is driven by other variables outside the variables in this study. Such as work motivation, work environment, and individual employee factors such as ability and work experience that were not directly examined in this study. The higher the R-Square value, the greater the ability of the exogenous construct to explain the endogenous variable, thus improving the structural equation formed.

Hypothesis Testing Results

Based on the data processing results using SmartPLS, the hypothesis testing results in this study are as follows:

Hypot esis	Statement	Coefficien Value	T Statistic	P- Value	Desripti on
H1	Leadership style has a negative but insignificant effect on job satisfaction.	-0,024	0,256	0,098<0,05	Rejected
H2	Work facilities have a positive and significant effect on job satisfaction	0,776	7,039	0,000>0,05	Accepted
H3	Leadership style has a positive but insignificant effect on employee performance	0,056	1,054	0,292<0,05	Rejected
H4	Work facilities have a positive and significant effect on employee performance	0,485	4,631	0,000>0,05	Accepted

H5	Job satisfaction has a positive and significant effect on employee performance.	0,516	4,626	0,000< 0,05	Accepted
H6	Leadership style has a negative but insignificant effect on employee performance through job satisfaction.	-0,213	0,250	0,803< 0,05	Rejected
H7	Work facilities have a positive and significant effect on employee performance through job satisfaction.	0,401	4,791	0,000> 0,05	Accepted
H5	Job satisfaction has a positive and significant effect on employee performance.	0,516	4,626	0,000< 0,05	Accepted

Source: SmartPLS processing results, 2026

CONCLUSION

This study aims to examine the influence of leadership style and work facilities on employee performance, with job satisfaction as an intervening variable. Based on the research results and hypothesis testing, the following conclusions can be drawn:

1. Leadership style has a negative and insignificant effect on job satisfaction at PT. Kilang Lima Gunung.
2. Work facilities have a positive and significant effect on job satisfaction at PT. Kilang Lima Gunung.
3. Leadership style has a positive but insignificant effect on employee performance at PT. Kilang Lima Gunung.
4. Work facilities have a positive and significant effect on employee performance at PT. Kilang Lima Gunung.
5. Job satisfaction has a positive and significant effect on employee performance at PT. Kilang Lima Gunung.
6. Job satisfaction does not mediate the effect of leadership style on employee performance at PT. Kilang Lima Gunung.
7. Job satisfaction mediates the effect of work facilities on employee performance at PT. Kilang Lima Gunung.

Suggestion

1. For PT. Kilang Lima Gunung.

It is hoped that leadership styles can improve employee performance by paying attention to what employees need to carry out their work.

2. For Employees

Employees of PT. Kilang Lima Gunung are advised to manage work facilities and maintain what the company has provided to support productivity and work efficiency.

3. For the Author

The results of this study are expected to increase insight, knowledge, and experience, as well as provide a basis for applying the knowledge gained in college to determine the extent of the relationship between the theory learned in lectures and real-world conditions.

4. For Future Researchers

Further researchers are expected to expand on the results of this study and include relevant variables related to leadership style and work facilities on employee performance, mediated by job satisfaction.

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