



WORK FACILITIES AND LEADERSHIP AS DETERMINANTS OF EMPLOYEE PERFORMANCE: THE MEDIATING EFFECT OF JOB SATISFACTION AT SMKN 1 AEK KUASAN

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ABSTRACT

This study aims to examine the influence of Work Facilities and Leadership on the performance of employees at SMKN 1 Aek Kuasan, both directly and indirectly through Job Satisfaction as an intervening variable. The research population consisted of all 32 permanent employees of SMKN 1 Aek Kuasan. Due to the relatively small population size, a saturated sampling technique was employed, meaning the entire population was included as the research sample. Data collection was conducted using two sources. Primary data were obtained through structured questionnaires distributed to all employees, while secondary data were gathered through document studies related to organizational and employee records. Quantitative data analysis was carried out using SPSS version 25, employing t-tests, Sobel tests, and path analysis to evaluate the relationships between variables. The results revealed that Work Facilities have a positive and significant impact on Job Satisfaction, as does Leadership. Both variables were also found to positively and significantly influence employee performance directly. Furthermore, Job Satisfaction was demonstrated to have a positive and significant effect on performance, highlighting its role as a crucial mediating factor. Overall, the study confirms that both Work Facilities and Leadership not only contribute directly to enhancing employee performance but also exert an indirect effect through Job Satisfaction. These findings underscore the importance for organizations to invest in adequate work facilities and effective leadership practices, as they can improve employee satisfaction and, in turn, overall



organizational performance. This research provides valuable insights for management strategies aiming to optimize employee outcomes in educational institutions.

Keywords: Work Facilities, Leadership, Job Satisfaction and Performance

INTRODUCTION

Employee performance is a crucial element in determining the success of an organization, including educational institutions like SMKN 1 Aek Kuasan. Optimal performance impacts not only the achievement of individual goals but also the overall effectiveness and productivity of the institution. In the educational context, high-performing employees can support the teaching and learning process, administrative services, and the achievement of educational quality standards, thereby maintaining and improving school quality.

Several internal factors are believed to influence employee performance, including work facilities and leadership. Work facilities include the tools, equipment, physical environment, and other supporting resources employees use in carrying out their daily tasks. Adequate work facilities will create comfort, efficiency, and minimize work-related obstacles, allowing employees to work more productively and focused. Conversely, inadequate facilities can lead to discomfort, stress, or frustration, ultimately negatively impacting performance.

In addition to work facilities, leadership also plays a crucial role in determining employee performance. Effective leadership includes the ability to provide direction, motivation, recognition, and support to subordinates. Good leadership can create a positive work climate, increase employee loyalty, and motivate them to optimally achieve work targets. Conversely, ineffective leadership can lead to confusion, lack of motivation, and decreased employee performance.

Besides these two factors, Job Satisfaction serves as a crucial mediating variable in the relationship between Work Facilities and Leadership and employee performance. It represents the degree to which employees feel content with their work conditions, the rewards they receive, interactions with supervisors and colleagues, and opportunities for personal and professional growth. Employees who experience high levels of Job Satisfaction are generally more productive, as they feel motivated, appreciated, and comfortable within their work environment. On the other hand, low Job Satisfaction can lead to decreased motivation and may negatively affect performance. Based on the description, this study was conducted to analyze the influence of work facilities and



leadership on employee performance, both directly and through job satisfaction as an intervening variable at SMKN 1 Aek Kuasan. This study is expected to provide scientific and practical contributions, especially for school management, in designing strategies to improve employee performance through improving work facilities, improving leadership quality, and efforts to increase overall job satisfaction.

LITERATURE REVIEW

1. Performance

Performance is a crucial aspect of human resource management, serving as an indicator of an individual's success in carrying out their duties and responsibilities in the workplace. According to Robbins and Judge (2017), performance is the work results achieved by an individual in carrying out their assigned tasks, both in terms of quality and quantity, in accordance with established standards. In other words, performance reflects the extent to which employees can complete work effectively and efficiently and achieve organizational goals.

Performance is not only seen from the final results of work, but also from the process of carrying out tasks, the ability to face challenges, and the employee's consistency in achieving targets. Employees who have high performance usually demonstrate the ability to work productively, utilize resources optimally, and are able to adapt to changes in the work environment. Conversely, low performance can arise from internal factors, such as a lack of motivation or competence, or external factors, such as unsupportive work facilities or ineffective leadership. Thus, performance can be understood as a combination of individual abilities, work attitudes, motivation, and work environment support that together determine the effectiveness of achieving organizational goals. Understanding performance is important for management in designing strategies to improve employee quality and create a productive and results-oriented work system.

2 Work Facilities

The availability of adequate work facilities can create a conducive work environment, reduce unnecessary workloads, and increase employee motivation and job satisfaction. Conversely, inadequate work facilities can cause discomfort, stress, and obstacles in completing tasks, ultimately negatively impacting employee performance. Therefore, providing appropriate and



adequate work facilities is a crucial step for organizations to promote work effectiveness and optimal goal achievement.

Thus, work facilities are not just physical tools or means, but also part of a management strategy to create a work environment that supports productivity, safety, and employee satisfaction, so that overall organizational performance can improve.

3 Leadership

Leadership is a crucial factor in determining the direction, effectiveness, and success of an organization. Leadership can be defined as a leader's ability to influence, guide, and direct individuals or groups in achieving organizational goals. According to Robbins and Judge (2017), leadership is the process of influencing others to work willingly toward achieving specific goals. In other words, a leader not only provides direction but also fosters motivation, fosters positive relationships, and creates a conducive work environment.

Effective leadership can improve employee performance because employees feel supported, valued, and motivated to contribute their best. Leaders who demonstrate fairness, communication, and vision tend to earn the trust and loyalty of their subordinates, fostering harmonious and productive collaboration. Conversely, weak or inappropriate leadership can lead to confusion, demotivation, and decreased employee performance.

Thus, leadership is not merely formal authority, but also the ability to influence employee behavior and attitudes so that the organization can optimally achieve its goals. Effective leadership is one of the keys to creating job satisfaction, motivation, and high employee performance within an organization.

4 Job Satisfaction

Job satisfaction is a key element in human resource management that significantly influences employee performance. Robbins and Judge (2017) define job satisfaction as an individual's positive or negative emotional response to their job. It indicates how content employees are with various aspects of their work, including working conditions, interactions with colleagues and supervisors, the compensation they receive, and the opportunities available for personal and professional growth within the organization.

Employees with high levels of job satisfaction tend to demonstrate greater motivation, more productive performance, and strong loyalty to the organization. Conversely, low job satisfaction



can lead to decreased motivation and performance, and even increase the likelihood of employee turnover. Job satisfaction is influenced by various factors, both internal such as employee needs, interests, and abilities, and external such as work facilities, leadership, and organizational culture. Thus, job satisfaction is not simply a feeling of comfort or enjoyment with one's work, but also a crucial indicator for organizations to evaluate management effectiveness, increase motivation, and boost overall employee performance. Understanding job satisfaction enables organizations to design appropriate strategies to create a work environment that supports employee productivity and well-being.

METHODS

This study adopts an associative research approach, which aims to explore the relationships or causal effects among multiple variables, including both independent and dependent variables. Specifically, the research examines how Work Facilities (X1) and Leadership (X2) influence employee Performance (Y), both directly and indirectly through Job Satisfaction (Z) as an intervening variable. By using this approach, the study seeks to identify not only the direct impact of work facilities and leadership on performance but also the mediating role of job satisfaction in enhancing or shaping this relationship. This framework allows for a comprehensive understanding of the dynamics between organizational resources, leadership practices, employee satisfaction, and overall performance outcomes.

- **Population and Sample**

The population targeted in this study consisted of all 32 permanent employees of SMKN 1 Aek Kuasan. Given the relatively small size of the population, the researcher employed a saturated sampling technique. Saturated sampling involves using the entire population as the research sample, allowing the collected data to accurately represent the characteristics of the population in its entirety. By using saturated sampling, the number of respondents involved in this study was equal to the population, namely 32 people. This approach is considered appropriate because it minimizes bias due to random sample selection and ensures that each variable studied can be analyzed accurately.

- **Data collection**

In this study, data collection was conducted using two complementary methods. The first method was a questionnaire, which involved compiling a list of questions directly addressed to all



employees as respondents. The second method was a documentation study, which was conducted by collecting secondary data from various documents belonging to agencies or companies relevant to the research. These documents could include reports, administrative records, or other archives related to employee performance and available work facilities.

RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.666 ^a	.443	.383	.547

a. Predictors: (Constant), Job Satisfaction, Work Facilities, Leadership

The model summary shows the overall fit of the research model. The correlation coefficient (R) is 0.666, indicating a moderate to strong relationship between the predictors—Work Facilities, Leadership, and Job Satisfaction—and employee Performance. The R-squared value is 0.443, which means that approximately 44.3% of the variance in employee Performance can be explained by these independent and intervening variables. After adjusting for the number of predictors, the Adjusted R-squared is 0.383, suggesting that the model still accounts for a substantial portion of the performance variation while considering sample size and the number of predictors. The standard error of the estimate is 0.547, reflecting the average distance that the observed performance values deviate from the predicted values in the model. Overall, these results indicate that the combination of Work Facilities, Leadership, and Job Satisfaction provides a meaningful explanation of employee Performance at SMKN 1 Aek Kuasan.

Sobel Test

Sobel Test Results



Variable	Unstandardize <i>d</i>	Std. Error	Test Statisti cs	Std. Error	P- Value
Work Facilities on Job Satisfaction	0.156	0.058	2,257	0.058	0.023
Job Satisfaction with Performance	0.847	0.204			
Leadership towards Job Satisfaction	0.170	0.053	2,538	0.056	0.011
Job Satisfaction with Performance	0.847	0.204			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

The analysis results indicate that Work Facilities and Leadership significantly influence Job Satisfaction, which in turn affects employee Performance at SMKN 1 Aek Kuasan. Specifically, Work Facilities have a positive and statistically significant impact on Job Satisfaction, with an unstandardized coefficient of 0.156, a standard error of 0.058, a t-value of 2.257, and a p-value of 0.023. This suggests that improvements in work facilities, such as providing adequate tools, resources, and a comfortable work environment, can enhance employee satisfaction.

Leadership also shows a positive and significant effect on Job Satisfaction, with an unstandardized coefficient of 0.170, a standard error of 0.053, a t-value of 2.538, and a p-value of 0.011. Effective leadership, characterized by clear communication, guidance, and support, appears to strengthen employees' contentment with their work.

Furthermore, Job Satisfaction itself has a strong positive effect on Performance, evidenced by an unstandardized coefficient of 0.847 and a standard error of 0.204. This confirms that satisfied employees are more motivated, productive, and committed to organizational goals.

Overall, these findings demonstrate that both Work Facilities and Leadership not only directly influence Job Satisfaction but also indirectly improve Performance through their impact on satisfaction levels. Therefore, school management can enhance overall employee Performance by focusing on improving work conditions and fostering effective leadership practices.

DISCUSSION



1. The Influence of Work Facilities on Job Satisfaction

Based on the research results, it was found that Work Facilities have a positive and significant influence on Job Satisfaction of SMKN 1 Aek Kuasan employees. This indicates that the more adequate and high-quality facilities available in the work environment, the higher the level of employee job satisfaction. Work facilities cover various aspects, such as the availability of work equipment, comfort of the workspace, supporting facilities, and technology that help smooth daily activities. The existence of complete and adequate work facilities can provide comfort and convenience for employees in carrying out their duties, so they feel cared for and appreciated by the institution.

This phenomenon aligns with expert opinion, stating that good work facilities can create a conducive work environment, support work efficiency, and increase employee motivation. Employees who work in a comfortable environment supported by adequate facilities tend to feel satisfied with their jobs, as their basic needs for carrying out their duties are met. High job satisfaction subsequently impacts productivity and performance, as employees are more enthusiastic, motivated, and able to work optimally.

2. The Influence of Leadership on Job Satisfaction

The results of the study indicate that leadership has a positive and significant influence on the job satisfaction of employees at SMKN 1 Aek Kuasan. This means that the leadership style implemented by school leaders significantly influences the level of employee job satisfaction. Effective leadership can create a conducive work environment, provide clear direction, and encourage open communication between leaders and subordinates. Employees who feel heard, appreciated, and receive appropriate guidance from leaders tend to be more satisfied with their jobs, because they perceive adequate attention and support from management.

Leadership isn't just about giving instructions; it also encompasses a leader's ability to motivate, guide, and build harmonious interpersonal relationships with employees. Experts say leaders who balance task demands with attention to employee needs will increase job satisfaction, as employees feel cared for both professionally and personally. This job satisfaction plays a crucial role in fostering long-term employee loyalty, commitment, and productivity.

3. The Influence of Work Facilities on Performance



The study's findings reveal that work facilities positively and significantly influence employee performance at SMKN 1 Aek Kuasan. This demonstrates that having adequate and well-provided work facilities is an essential factor in enhancing employee productivity and overall effectiveness. Work facilities include all means and infrastructure that support task execution, from a comfortable workspace, complete equipment, to an efficient work system. Employees who receive good work facilities tend to be able to carry out their tasks more easily, quickly, and accurately, thus directly impacting their performance improvement.

The availability of adequate work facilities not only influences employees' ability to complete their work but also has a positive psychological effect. Employees who feel supported by the available facilities will be more motivated, enthusiastic, and committed to carrying out their responsibilities. Conversely, inadequate facilities can create obstacles, frustration, and decreased performance because employees must face technical obstacles or discomfort in working. According to several management experts, work facilities are one of the important indicators in creating a productive work environment. A comfortable, safe work environment with complete supporting infrastructure can increase employee satisfaction, concentration, and efficiency in carrying out daily tasks. This shows that investing in work facilities is not just an expense, but an important strategy for improving the overall quality of employee performance.

4. The Influence of Work Facilities on Performance through Job Satisfaction

The results of the study indicate that work facilities have an indirect influence on employee performance through job satisfaction at SMKN 1 Aek Kuasan. This confirms that the availability of adequate work facilities can improve employee performance through job satisfaction as an intervening variable. In other words, job satisfaction acts as a bridge connecting the quality of work facilities with employee work performance. Meanwhile, Handoko (2017) emphasized that job satisfaction is an important psychological factor in the relationship between work facilities and performance. Employees who are satisfied with the condition of work facilities will feel support from the organization, so they are encouraged to give their best performance. High job satisfaction can also reduce stress and internal conflict, increase employee focus and productivity.

According to Robbins and Judge (2019), good work facilities include a comfortable work environment, adequate equipment, and appropriate technological support. Adequate work facilities



not only facilitate task execution but also increase employee comfort and satisfaction at work. When employees are satisfied with the available facilities, they tend to demonstrate higher commitment and motivation, which ultimately leads to improved performance. Based on expert opinions and research results, it can be concluded that job satisfaction acts as a mediator that strengthens the influence of work facilities on employee performance. Therefore, the management of SMKN 1 Aek Kuasan needs to continuously improve the quality of work facilities as a strategy to encourage job satisfaction, which will ultimately improve overall employee performance.

5. The Influence of Leadership on Performance through Job Satisfaction

The results of the study indicate that leadership has a positive and significant influence on employee performance through job satisfaction at SMKN 1 Aek Kuasan. This indicates that the leadership style and quality implemented by management or the principal can indirectly improve employee performance through increased job satisfaction. In other words, job satisfaction acts as an intervening variable that bridges the influence of leadership on employee performance.

According to Robbins and Judge (2019), leadership is the process of influencing others to achieve organizational goals through effective direction, motivation, and communication. Good leadership includes the leader's ability to provide clear direction, moral support, and appreciation for employee achievements. When employees experience positive leadership, they will feel appreciated and cared for, resulting in high job satisfaction. This satisfaction then increases employee enthusiasm, loyalty, and performance in carrying out daily tasks. Based on expert views and research results, it can be concluded that effective leadership improves employee performance through job satisfaction as an intervening variable. Therefore, the management of SMKN 1 Aek Kuasan needs to continue to develop leadership qualities, such as communication skills, motivation, and attention to employees, to create optimal job satisfaction and encourage overall organizational performance improvement.

6. The Influence of Leadership on Performance through Job Satisfaction

The results of the study indicate that leadership has a positive and significant influence on employee performance through job satisfaction at SMKN 1 Aek Kuasan. This finding suggests that the leadership style, attitude, and quality implemented by management or the principal not only directly impact performance but also through increasing employee job satisfaction as an



intervening variable. In other words, job satisfaction serves as a bridge that strengthens the influence of leadership on employee performance.

According to Robbins and Judge (2019), leadership is the process of influencing individuals or groups to achieve organizational goals by providing direction, motivation, and effective communication. Good leadership includes a leader's ability to provide clear guidance, moral support, and recognition for employee achievements. Employees who feel well-led tend to be more satisfied with their jobs because they feel recognized, supported, and secure in their work environment. This satisfaction then increases their motivation and performance. Based on expert opinions and research results, it can be concluded that effective leadership contributes significantly to employee performance through job satisfaction. Therefore, the management of SMKN 1 Aek Kuasan is advised to continue improving leadership qualities, such as communication skills, motivation, and attention to employees, to create optimal job satisfaction and continuously improve employee performance.

CONCLUSION

Based on the analysis and discussion, this study concludes that work facilities and leadership have a positive and significant influence on job satisfaction among employees at SMKN 1 Aek Kuasan. Adequate work facilities, such as a complete workspace, facilities, and infrastructure, can increase employee comfort and satisfaction in carrying out their duties. Similarly, effective, communicative leadership that provides clear direction and support can encourage increased job satisfaction. Furthermore, work facilities and leadership have also been shown to have a positive and significant influence on employee performance. Employees who receive adequate facilities and are led by competent figures tend to show more productive and optimal performance. Job satisfaction also plays an important role in improving performance, so that employees who are satisfied with their working conditions and attention from their leaders will be more motivated to work well. Furthermore, this study found that work facilities and leadership not only have a direct influence on performance, but also through job satisfaction as an intervening variable, which strengthens the influence of both on performance. Overall, the results of this study confirm the importance of good work facilities and effective leadership in improving employee performance, with job satisfaction as a mediator that strengthens the relationship.



LIMITATIONS

This study offers several suggestions for further research. First, it is recommended to expand the scope of the study by involving samples from various schools or institutions to make the results more representative and generalizable. Second, the sample size should be increased to obtain more valid and accurate results. Third, future research can consider additional variables that may influence employee performance, such as motivation, organizational culture, or the external work environment, so that the analysis of the relationships between variables becomes more comprehensive. Finally, the application of this study's results can also be utilized by school management to improve work facilities and leadership quality, which in turn can improve overall employee satisfaction and performance.

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