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The Influence of Leadership Style and Work Facilities on Job Satisfaction and Its Impact on Employee Performance at Bank Jambi Muara Sabak Branch Office

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Abstract: This study aims to obtain an overview of leadership styles, work facilities, job satisfaction, and employee performance at Bank Jambi Muara Sabak Branch Office. It also aims to determine and analyze the influence of leadership styles and work facilities on employee performance, both directly and indirectly through job satisfaction. This research was conducted at the Muara Sabak Branch of Bank Jambi. The population consisted of 54 employees, using saturated sampling. This study employed a quantitative approach with a survey method and Partial Least Squares (PLS) data analysis. The research results show that leadership style and work facilities influence employee performance, both directly and indirectly through employee job satisfaction. This indicates that leadership that creates a supportive work environment, supported by the availability and quality of adequate work facilities, will increase job satisfaction, which ultimately contributes to improved employee performance.

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

INTRODUCTION

In an increasingly competitive business environment, organizations are required to optimize employee performance as the primary foundation for achieving sustainable organizational performance. This becomes even more crucial in the banking industry, whose operational characteristics are highly dependent on service quality, decision-making accuracy, and customer trust. Human resource management (HRM) literature confirms that employee performance is influenced not only by individual abilities but also by organizational factors that systematically shape employee attitudes and work behaviors (Dessler, 2021; Robbins & Judge, 2020).

Conceptually, leadership style and work facilities are seen as two important determinants in creating working conditions conducive to improving employee performance. Leadership acts as a social mechanism that influences how employees understand organizational goals, interpret their work, and respond to work demands (Yukl, 2019). Leaders who are able to direct, motivate, and provide adequate support will create a positive work climate and encourage

employee engagement. On the other hand, work facilities are a structural supporting factor, as they provide the physical and technological means that enable employees to work effectively and efficiently (Sedarmayanti, 2019). Without adequate facilities, employee potential will be difficult to maximize, even if leadership is effective.

However, the relationship between leadership style, work facilities, and employee performance is not always straightforward. Several studies have shown that the influence of these two factors is often mediated by job satisfaction, a psychological state that reflects the extent to which employees feel comfortable, valued, and fulfilled in their work (Luthans, 2018). Job satisfaction is an important mechanism bridging organizational policies and performance output, as satisfied employees tend to demonstrate higher motivation, loyalty, and performance than dissatisfied employees (Mangkunegara, 2021; Hasibuan, 2018).

Empirically, various studies have confirmed that leadership style and work facilities significantly influence employee job satisfaction and performance, both directly and indirectly. Research by Inuwa (2016), Miao et al. (2018), and Qalati et al. (2022) shows that effective leadership positively contributes to employee job satisfaction and performance. Other studies have also found that adequate work facilities play a crucial role in improving work comfort, which ultimately impacts employee satisfaction and performance (Putra & Tohardi, 2021; Wahyuni & Ahmad, 2020). These findings confirm that leadership and work facilities are strategic instruments in HR management.

Nevertheless, there are research gaps that still require attention. First, most previous research tends to examine the direct influence of leadership style and work facilities on employee performance, without simultaneously integrating the role of job satisfaction within a comprehensive research model. Second, studies examining the relationship between these four variables are still dominated by the context of private organizations or national-scale companies, while studies on regional banking are relatively limited. This is despite the fact that regional banks have distinct organizational characteristics, both in terms of structure, resources, and service orientation, so research findings in other contexts may not be fully relevant (Robbins & Judge, 2020).

The urgency of this research is further heightened given that the regional banking industry faces dual challenges: the demand for improved business performance while simultaneously fulfilling its public service function. In this context, a comprehensive understanding of how leadership style and work facilities influence job satisfaction and its implications for employee performance is crucial. This study is expected to provide theoretical contributions to enrich the development of HRM models, particularly those that position job satisfaction as a mediating variable in the relationship between organizational factors and employee performance.

Based on these gaps, urgency, and relevance, this research aims to examine the influence of leadership style and work facilities on job satisfaction and their impact on employee performance in the context of regional banking. With this approach, the research is expected to provide a more integrative understanding of the mechanisms for improving employee performance, while also providing a strong academic foundation for formulating more effective and sustainable managerial policies.

METHOD

This study uses a quantitative approach with a causal research design, which aims to explain the causal relationship between leadership style and work facilities on job satisfaction and their impact on employee performance. The quantitative approach was chosen because it allows for objective hypothesis testing through statistical analysis, thus providing an empirical picture of the strength and direction of the relationship between the variables studied (Sugiyono, 2019; Creswell, 2018).

The object of this study was Bank Jambi Muara Sabak Branch Office, while the subjects included all non-leadership employees who were actively working during the study period. The study population consisted of 54 people. The sampling technique used was saturated sampling (census), where all members of the population were selected as research respondents. This technique was chosen because the population size was relatively small, allowing researchers to obtain a more comprehensive and accurate picture of the conditions being studied (Sugiyono, 2019). After adjusting to the research criteria, the number of samples analyzed was 53 respondents.

Data analysis was conducted using the Structural Equation Modeling-Based Partial Least Squares (SEM-PLS) method. This method was chosen because it has advantages in analyzing complex structural models with relatively small sample sizes and does not require strict data distribution assumptions (Hair et al., 2017; Ghozali & Latan, 2015). SEM-PLS also allows for simultaneous testing of direct and indirect relationships between variables, thus aligning with the research objectives, which position job satisfaction as a mediating variable.

The analysis stages include evaluation of the measurement model (outer model) and evaluation of the structural model (inner model). Evaluation of the outer model was conducted to test the validity and reliability of the construct through convergent validity, discriminant validity, Average Variance Extracted (AVE), and composite reliability tests. A construct is declared to meet the criteria if the outer loading and composite reliability values are above the limits recommended in the SEM methodology literature (Hair et al., 2017). Next, evaluation of the inner model was conducted to assess the strength of the relationship between variables through the path coefficient, coefficient of determination (R^2), effect size (f^2), and the significance of the influence based on the bootstrapping procedure.

RESULTS AND DISCUSSION

Respondent Profile

As part of the data analysis, the demographic characteristics of the respondents are presented below, including gender, age group, educational background, and length of service. The questionnaire was distributed to 53 employees at the research location, namely Bank Jambi Muara Sabak Branch Office. This profile mapping aims to provide the socio-demographic context of the research sample, which can serve as preliminary information for further discussion.

Table 1. Respondent Profile

No	Profile	Frequency (People)	Ratio (%)
1	**Gender**		
	Man	27	50.9
	Woman	26	49.1
	Amount	**53**	**100**
2	**Age Group (Years)**		
	< 25	12	22.6
	25-35	24	45.3
	36-45	12	22.6
	> 45	5	9.4
	Amount	**53**	**100**
3	**Education**		
	Senior High School	5	9.4
	Diploma	5	9.4
	Bachelor	37	70
	Master	6	11.3
	Amount	**53**	**100**
4	**Length of Service (Years)**		
	< 5	27	50.9

No	Profile	Frequency (People)	Ratio (%)
	5 – 10	7	13.2
	11 - 15	8	15.1
	15 - 20	6	11.3
	> 20	5	9.4
	Amount	**53**	**100**

Source: Questionnaire data processing results (2025).

Research Instrument Test Results

Before conducting hypothesis testing and analyzing the relationships between variables in this study, the research instrument was first tested to ensure its suitability as a measurement tool. Instrument testing is a crucial step because the quality of empirical data is largely determined by the instrument's ability to accurately and consistently measure the research constructs. Invalid or unreliable instruments have the potential to produce biased conclusions that do not reflect the true empirical conditions (Sekaran & Bougie, 2017).

Next, a summary of the results of the instrument testing for all observed research variables, namely Leadership Style (X1), Work Facilities (X2), Job Satisfaction (Y), and Performance (Z) is presented comprehensively in Table 2 below.

Table 2. Results of Research Instrument Testing

No Item	Pearson Correlation			
	Leadership Style	Work Facilities	Job Satisfaction	Performance
P1	0.735	0.868	0.786	0.879
P2	0.823	0.796	0.865	0.726
P3	0.698	0.799	0.786	0.731
P4	0.813	0.834	0.717	0.726
P5	0.585	0.758	0.693	0.842
P6	0.686	0.677	0.786	0.894
P7	0.749	0.799	0.786	0.653
P8	0.614	0.664	0.693	0.879
P9		0.834		0.879
P10				0.894
N	**15**	**15**	**15**	**15**
N of Item	**8**	**9**	**8**	**10**
Cronbach's Alpha	**0.858**	**0.918**	**0.898**	**0.942**

Source: SPSS 25.0 for windows output (2025)

Based on Table 2 which presents the results of the validity and reliability tests on 15 respondents, it can be interpreted that all research instruments have met the testing requirements and are declared suitable for use in primary data collection. Based on the Pearson Product Moment correlation technique with 15 trial respondents, the degree of freedom used is df = n – 2, which is 13. At a significance level of 5 percent ($\alpha = 0.05$), the r-table value obtained is 0.514. where a statement item is declared valid if the r-count value is greater than the r-table value (r-count > r-table), which indicates a significant relationship between the item score and the total score of the variable. Meanwhile, the results of the reliability test are interpreted based on the Cronbach's Alpha value > 0.6, to assess the level of internal consistency of the instrument used.

Description of Research Variables

The data analysis stage was conducted after the data collection process was completed. The initial step in the analysis was to describe the characteristics of each variable before conducting hypothesis testing. In this study, descriptive analysis was applied to describe the empirical reality related to leadership style, work facilities, job satisfaction, and employee performance at the research site. The measurement instrument used a Likert scale to capture

the gradation of agreement of the research subjects. Data were then categorized using a frequency distribution table based on five rating intervals: strongly agree to strongly disagree.

Table 3. Description of Research Variables

No	Variable	Score	Range	Conclusion
1.	Leadership Style (X1)	1.606	1.440,7 – 1.779,8	Good
2.	Work Facilities (X2)	1.787	1.620,9 - 2.002,4	Good
3.	Job Satisfaction (Y)	1.588	1.440,7 – 1.779,8	Satisfied
4.	Performance (Z)	1.992	1.802 – 2.225	High

Source: Questionnaire data processing results (2025).

Data Analysis Results

a. Measurement Model Analysis (Outer Model)

This research data analysis used SmartPLS. The main advantage of SmartPLS is its ability to process data with high flexibility. This method does not require data distribution assumptions as required by covariance-based SEM (CB-SEM). Furthermore, SmartPLS simplifies model visualization through an intuitive interface, allowing users to interpret the analysis results more efficiently (Ringle et al., 2015). Based on the analysis, the following results were obtained:

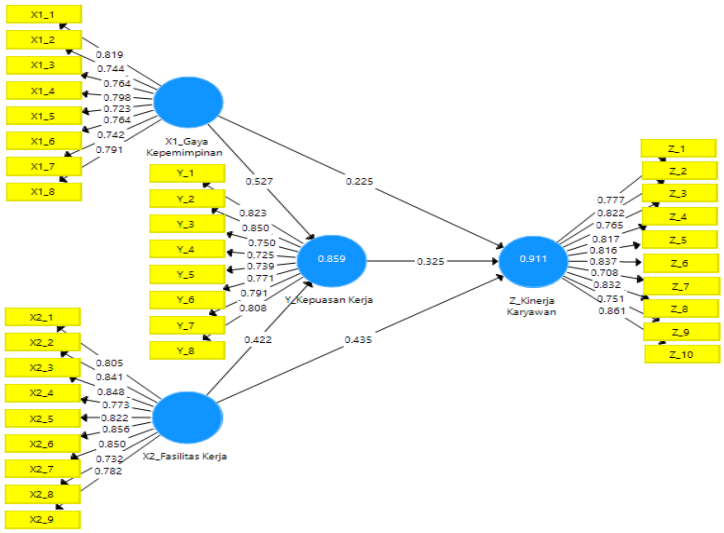

Figure 1. PLS Algorithm Results

Based on the results of the Partial Least Square (PLS) analysis presented in Figure 1, it can be interpreted that all loading factors for each latent variable indicator have met the recommended threshold value, which is >0.70. This indicates that all indicators used in this study have good convergent validity and strongly represent the constructs being measured (Hair et al., 2019).

Meanwhile, based on the results of the composite reliability test, all latent variables in the research model met the requirements for excellent internal reliability. The composite reliability value for each construct far exceeded the recommended minimum threshold of 0.70 (Hair et al., 2019). Specifically, the Performance (Z) variable recorded the highest value of 0.947, followed by the Work Facilities (X2) variable at 0.946. Meanwhile, the Motivation (Y) and Leadership Style (X1) variables obtained values of 0.927 and 0.920, respectively.

These high values indicate very strong internal consistency among the indicators that make up each construct. In other words, all measurement items within a variable block are intercorrelated and consistently reflect the same conceptual dimensions. Achieving a composite reliability value approaching or exceeding 0.90 confirms that the research instrument has very

high stability and reliability. Therefore, it can be concluded that the measurement model used is reliable and can be trusted to represent the variables of Leadership Style, Work Facilities, Motivation, and Performance in further analysis of the structural model.

b. Inner Model Analysis

After conducting a model evaluation and finding that each construct has met the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is to evaluate the structural model, which includes testing the model fit, Path Coefficient, R^2, and F2. Model fit testing is used to determine whether a model fits the data.

1) Fit Model

The Goodness of Fit Index (GoF) test aims to validate the combined performance between the measurement model (outer model) and the structural model (inner model) obtained through manual calculations as follows:

AVE = (0,591 + 0,661 + 0,613 + 0,640) / 4 = 0,626

R^2 = 0,906

$$GoF = \sqrt{AVE \times R2}$$

$$GoF = \sqrt{0{,}626 \times 0{,}906}$$

$$GoF = \sqrt{0{,}567156}$$

$$GoF = 0{,}752$$

The calculation results of the GoF show a value of 0.753. The value of small GoF = 0.1; medium GoF = 0.25 and large GoF = 0.36. Based on the results of the calculations above, it can be concluded that the combined value between the measurement model (outer model) and the structural model (inner model) as a whole is good because the GoF is more than 0.36 (large scale GoF).

2) R-Square

The R^2 value is used to assess the influence of certain endogenous variables and whether exogenous variables have a substantive influence (Ghozali, 2014). R^2 results of 0.67, 0.33, and 0.19 indicate that the models are "good," "moderate," and "weak," respectively (Ghozali, 2021).

Table 4. R Square Value

	R Square	Adjusted R Square
Y_ Job Satisfaction	0.859	0.853
Z_ Employee Performance	0.911	0.906

Source: SmartPLS 3.0 output (2025).

Specifically, the Job Satisfaction (Y) variable achieved an R^2 value of 0.859. This indicates that 85.9% of the variation in Job Satisfaction can be jointly explained by the Leadership Style and Work Facilities variables included in the model. Meanwhile, the remaining 14.1% is influenced by other factors outside the research model. Furthermore, the Employee Performance (Z) variable recorded an even higher R^2 value, namely 0.911. This means that the combination of the Leadership Style, Work Facilities, and Job Satisfaction variables is able to explain 91.1% of the variance in Employee Performance. Only 8.9% of the performance variation is caused by other factors that are not modeled.

The Adjusted R-Square values for both variables (0.853 and 0.906) are very close to the original R^2 values, confirming that the constructed model is stable and does not experience overfitting. Based on Chin's (1998) evaluation criteria, an R^2 value above 0.67 is categorized as strong (substantial). Thus, it can be concluded that the structural model in this study has very

strong explanatory power for both endogenous variables, proving that the selected exogenous constructs are highly relevant and significant predictors in predicting Job Satisfaction and Employee Performance in the research context.

3) F–Square Value (f2 Effect Size)

F-square is calculated to measure the significance of changes in the R-square value when a particular construct is removed from the model to evaluate whether the removed construct has a substantive impact on the endogenous construct. The rule of thumb for assessing the F-square value is 0.02, 0.15, and 0.35, which indicate that the effect value is small, medium, and large, respectively, and an effect size with a value of less than 0.02 indicates that the variable has no effect (Hair et al., 2017). The results of the F-square value can be seen in the table below as follows:

Table 5. F-Square Value

Variable	Y_Job Satisfaction	Z_ Employee Performance
X1_Leadership Style	**0.345**	0.074
X2_Work Facilities	**0.221**	**0.306**
Y_Job Satisfaction		**0.168**

Source: SmartPLS 3.0 output (2025)

Overall, this f-square analysis shows that although all variables contribute, the relative influence of each construct varies with respect to each endogenous variable. Work Facilities emerge as a consistent predictor with a moderate to large influence, while Leadership Style exerts a more direct influence on Job Satisfaction than on Employee Performance. These findings provide important nuances in understanding the influence mechanisms within the proposed structural model.

4. Structural Model Testing

In PLS SEM analysis, the structural model value in this study can be seen from the direct effect value, often referred to as the path coefficient. Next, path coefficients are measured between constructs to determine the significance and strength of the relationship and also to test the hypothesis. Path coefficients range from -1 to +1. The closer the path coefficient is to +1, the stronger the relationship between the constructs. A relationship closer to -1 indicates a negative relationship. To determine whether the structural model in this study is valid, see the following table.

Table 6. Path Coefficients

Construct Relationship	Original Sample (O)
X1_Leadership Style -> Y_Job Satisfaction	0.527
X2_Work Facilities -> Y_Job Satisfaction	0.422
X1_Leadership Style -> Z_Employee Performance	0.225
X2_Work Facilities -> Z_Employee Performance	0.435
Y_Job Satisfaction -> Z_Employee Performance	0.325
X1_Leadership Style -> Y_Job Satisfaction -> Z_Employee Performance	0.171
X2_Work Facilities -> Y_Job Satisfaction -> Z_Employee Performance	0,065

Source: SmartPLS 3.0 output (2025)

Based on the results of the path coefficient analysis in Table 6 above, the following conclusions can be drawn:

a) The magnitude of the influence of leadership style on job satisfaction shows a positive path coefficient of 0.527 (original sample). This indicates that every one-unit increase in leadership style leads to a 0.527-unit increase in employee job satisfaction.

b) The magnitude of the influence of work facilities on job satisfaction shows a positive path coefficient of 0.422, indicating that every one-unit increase in work facilities leads to a 0.422-unit increase in employee job satisfaction.
c) The magnitude of the influence of leadership style on employee performance shows a positive path coefficient of 0.225 (original sample). This indicates that every one-unit increase in leadership style leads to a 0.225-unit increase in employee performance.
d) The magnitude of the influence of work facilities on employee performance shows a positive path coefficient of 0.435, indicating that every one-unit increase in work facilities leads to a 0.435-unit increase in employee performance. e) The magnitude of the influence of job satisfaction on employee performance shows a positive path coefficient of 0.325, indicating that every one-unit increase in job satisfaction leads to a 0.325-unit increase in employee performance.
e) The magnitude of the influence of leadership style through job satisfaction on employee performance shows a positive path coefficient of 0.171, indicating that every one-unit increase in leadership style through job satisfaction leads to a 0.171-unit increase in employee performance.
f) The magnitude of the influence of work facilities through job satisfaction on employee performance shows a positive path coefficient of 0.137, indicating that every one-unit increase in work facilities through job satisfaction leads to a 0.137-unit increase in employee performance.

c. Hypothesis Testing Results

The next test is to see the significance representing the hypothesized relationship between constructs or to see the influence between variables on the P-value using the bootstrapping procedure. Furthermore, the bootstrapping output to see the magnitude of the T-statistic and P-value can be seen in Figure 2 and Table 7 as follows.

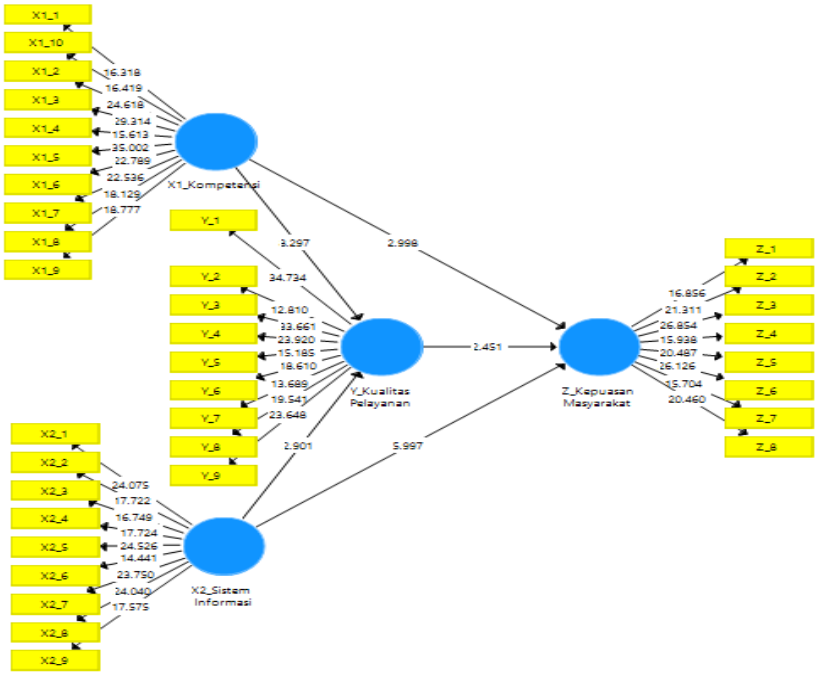

Figure 2. Structural Model Results Through Bootstrapping

Table 7. Hypothesis Test Result

Construct Relationship	T Statistics (|O/STDEV|)	P Values	Hypothesis
X1_Leadership Style -> Y_Job Satisfaction	4,126	0,000	Accepted
X2_Work Facilities -> Y_Job Satisfaction	3,285	0,001	Accepted

Construct Relationship	T Statistics (|O/STDEV|)	P Values	Hypothesis
X1_Leadership Style -> Z_Employee Performance	2,278	**0,023**	**Accepted**
X2_Work Facilities -> Z_Employee Performance	4,862	**0,000**	**Accepted**
Y_Job Satisfaction -> Z_Employee Performance	3,260	**0,001**	**Accepted**
X1_Leadership Style -> Y_Job Satisfaction -> Z_Employee Performance	2,347	**0,019**	**Accepted**
X2_Work Facilities -> Y_Job Satisfaction -> Z_Employee Performance	2,389	**0,017**	**Accepted**

Source: SmartPLS 3.0 output (2025)

Based on the results of the hypothesis testing as presented in Table 6 above, a significance value of less than 5% (two-tailed) and a confidence level of 95% were obtained for each hypothesized construct relationship. Likewise, the t-statistic value obtained showed a value greater than the Rules of Thumb (1.96). With these results, it can be concluded that each hypothesized construct is acceptable.

Discussion

The results of the study indicate that leadership style has a positive and significant effect on employee job satisfaction. This finding confirms that leadership functions not only as a control mechanism but also as a psychological factor that shapes employee perceptions of their work. Conceptually, leaders who are able to provide clear direction, support, and role models will create a work environment that encourages a sense of appreciation and employee engagement (Yukl, 2019; Robbins & Judge, 2020). Job satisfaction arises when employees perceive a match between their expectations and the reality they experience in their interactions with their leaders. This finding aligns with research by Inuwa (2016) and Qalati et al. (2022), which states that an effective leadership style contributes significantly to increased job satisfaction.

Work facilities have also been shown to have a positive and significant impact on employee job satisfaction. These results reinforce the view that work facilities are a fundamental supporting factor in creating comfort and work efficiency. Theoretically, the availability of adequate work facilities allows employees to complete their tasks more smoothly, thereby reducing work stress and increasing psychological satisfaction (Sedarmayanti, 2019). This finding is consistent with research by Putra and Tohardi (2021) and Wahyuni and Ahmad (2020), which concluded that work facilities play a strategic role in shaping job satisfaction, particularly in service organizations that demand accuracy and speed of service.

Furthermore, the research results show that leadership style has a positive and significant effect on employee performance. This finding indicates that effective leadership can direct employee work behavior towards achieving organizational goals. Conceptually, leaders act as the prime mover, aligning individual interests with organizational interests through communication, motivation, and appropriate decision-making (Yukl, 2019). Employee performance improves when they understand work goals and receive adequate support from their leaders. These results align with the findings of Miao et al. (2018) and Qalati et al. (2022), which state that leadership has a direct influence on improving employee performance.

Furthermore, work facilities have been shown to have a positive and significant impact on employee performance. This demonstrates that the physical and technological aspects of an organization significantly contribute to employee output. Theoretically, adequate work facilities enable employees to work more effectively and efficiently, thereby increasing productivity and work quality (Sedarmayanti, 2019; Mangkunegara, 2021). This finding reinforces previous research suggesting that limited work facilities can act as a structural barrier to achieving optimal performance, even if employees possess adequate competencies (Putra & Tohardi, 2021).

Furthermore, the research results confirm that job satisfaction has a positive and significant impact on employee performance. This finding reinforces the role of job satisfaction as a key psychological determinant that drives employees to deliver their best performance. Conceptually, satisfied employees tend to have higher intrinsic motivation, demonstrate strong organizational commitment, and are willing to exert extra effort in completing their work (Luthans, 2018; Hasibuan, 2018). These results are consistent with the empirical findings of Inuwa (2016) and Mangkunegara (2021), which state that job satisfaction is an important predictor of employee performance.

Another important finding is the role of job satisfaction as a mediating variable in the relationship between leadership style and work facilities on employee performance. These results indicate that the influence of leadership and work facilities on performance is not entirely direct, but rather occurs through increased job satisfaction. Theoretically, this supports the behavioral approach in HRM, which positions work attitudes as the primary mechanism bridging organizational policies and performance outcomes (Robbins & Judge, 2020). This finding aligns with previous research confirming that job satisfaction serves as a significant mediator in the relationship between organizational factors and employee performance (Qalati et al., 2022; Miao et al., 2018).

Overall, the results of this study provide theoretical implications that integrating leadership style, work facilities, and job satisfaction into a single structural model can explain the mechanisms for improving employee performance more comprehensively. Empirically, this research enriches human resource management (HRM) studies, particularly in the context of regional banking, which has been relatively limited compared to research on national-scale private organizations. Thus, this study not only strengthens previous findings but also broadens the application of the conceptual model in different organizational contexts.

CONCLUSION

Based on the analysis and discussion, this study shows that leadership style and work facilities are organizational factors that play a significant role in shaping employee job satisfaction and influencing employee performance. Effective leadership has been shown to create working conditions that encourage employee engagement and positive attitudes, while adequate work facilities serve as structural support that enables employees to work more efficiently and productively.

This study also confirms that job satisfaction plays a strategic role as a mediating variable in the relationship between leadership style and work facilities on employee performance. These findings indicate that improved employee performance is not only directly determined by organizational policies and resources but also depends heavily on how employees interpret and respond to their work conditions. Thus, job satisfaction serves as a psychological mechanism that bridges organizational factors and performance outcomes.

Overall, the results of this study contribute to enriching human resource management studies, particularly in explaining the mechanism of improving employee performance through the integration of leadership factors, work facilities, and job satisfaction in one comprehensive structural model, especially in the context of regional banking.

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