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The Influence Of Transformational Leadership And Work Facilities On Employee Performance At The Regional Office Of The Ministry Of Religion Of Gorontalo Province

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Article Information	Abstract
<p>Article history: Accepted 19-05-2025 Fixed 25-05-2025 Approved 28-05-2025</p> <p>Keywords: Transformational leadership, work facilities, employee performance</p>	<p>Abstract: Employee performance is an important factor in the success of an organization, especially in the government sector. However, in practice, various obstacles are still found that affect performance, such as a leadership style that is not optimal and limited work facilities. At the Regional Office of the Ministry of Religion of Gorontalo Province, a number of performance indicators have not been achieved optimally, which shows the need to evaluate internal organizational factors. This study aims to determine the influence of transformational leadership and work facilities on employee performance, as well as analyze whether work facilities play a role as a mediating variable in the relationship between leadership and performance. The research uses a quantitative approach with an associative descriptive method. Data was collected through a questionnaire to 32 employees, and analyzed using the Partial Least Square (PLS) technique through the SmartPLS application. The results of the study show that transformational leadership does not have a significant direct effect on employee performance. On the other hand, work facilities have a significant effect and transformational leadership affects employee performance through work facilities. This means that direction and motivation from leaders will only have an impact on improving performance if they are supported by adequate work facilities. These findings confirm the importance of the role of work facilities in supporting leadership effectiveness. Therefore, organizations need to prioritize the management of work facilities as part of a comprehensive and sustainable employee performance improvement strategy.</p>

Introduction

Public administration can be interpreted as the administration of government carried out by state apparatus in order to meet the needs of the community. This understanding basically reflects the essence of the science of Public Administration, which was developed from the beginning with the main goal of serving the interests of the community at large. Public administration is a discipline that focuses on the management of public affairs involving various aspects of government and public services. The scope of public administration is very diverse and depends on the development of needs and the dynamics of problems faced by the community. One approach to understanding the material scope or scope of public administration in a country is to pay attention to the different types of institutions, both in the form of departments (ministries) and non-departments, that operate in that country or region. By paying attention to a lot of public administration literature, (Keban, 2019) put forward six dimensions of public administration strategy, which are as follows:

1. Policy dimensions
2. Dimensions of organizational structure
3. Management dimension
4. Ethical dimension
5. Environmental dimensions
6. Performance dimensions

Employee performance and organizational performance have a very close relationship. The achievement of organizational goals cannot be separated from the resources owned by the organization which is driven or run by employees who play an active role as actors in efforts to achieve the organization's goals. The role of the State Civil Apparatus as the driving force of the government is the main pillar in carrying out public services both directly and indirectly to the community. According to Hasibuan (2017), performance is defined as the result of work achieved by an employee in carrying out the assigned tasks, which is influenced by ability, experience, seriousness, and available time. According to Mathis & Jackson (2011) outlines several indicators that are a measure of performance, namely:

1. Quantity, is the amount that is realized, such as the number of units, the number of activity cycles completed and the number of activities produced. The measurement is based on the opinion of employees on the number of tasks and results obtained.
2. Quality, the quality of work is measured from the skills and abilities of employees to the quality and perfection of the work or tasks produced.
3. Punctuality, punctuality is measured from the employee's perception of an activity that is completed at the beginning of time until it becomes an output.
4. Attendance, including the presence of employees when entering work, returning from work, permits or without information which all affect the performance of the employee.
5. The ability to work together, is the ability of a workforce to collaborate with others in completing tasks and work that have been set so that they can achieve the greatest usefulness.

According to Herlina et al. (2019), leadership can be said to be a way of a leader in directing, encouraging and managing all elements in the group, or organization to achieve a desired organizational goal so as to produce maximum employee performance. According to Wirawan (in Pangestu et al., 2022) describes three factors that affect employee performance, including:

1. Intrinsic factors, including innate factors from birth and factors acquired during development. Innate factors include talents, personal characteristics, and physical and mental conditions. The factors obtained include knowledge, skills, work ethic, experience and work motivation.
2. Factors of the organization's internal environment, include support from the workplace, including the vision, mission and goals, as well as the organization's policies, technology, strategy, management systems, compensation, leadership, organizational culture, and individuals within it.
3. Factors of the external environment of the organization, include situations, events, or conditions that occur outside the organization and affect the external environment of the organization.

According to Jackson and Yohanes (in Yandi & Trimerani 2023), there are several factors that can affect employee performance, including:

1. Personal Factor
2. It is indicated by the level of skills and competencies possessed, the motivation and commitment of the individual.
3. Leadership Factor
4. It is determined by the quality, encouragement, guidance and support provided by the leader and team leader.
5. Team Factor
6. It is directed by the quality of support provided by colleagues.
7. System Factor
8. It is shown by the existence of a work system and facilities provided by the organization.
9. Contextual/Situation Factor It is indicated by high pressure levels and changes in the internal and external environment.

This type of transformational leadership, which can be defined as the process of influencing so that there is a major change in the attitudes, beliefs, and values of followers to the point where the organization's goals and the leader's vision are internalized, and the followers achieve performance beyond reasonable expectations (Harsoyo, 2022). According to Bass (in Harsoyo 2022) transformational leadership inspires its followers to commit to the organization's vision and goals, challenges them to become innovative problem solvers, and develops the capacity of its followers through coaching, mentoring and providing challenges and support. Transformational leadership also seeks to develop employee roles in a better and more profitable direction for employees and can be beneficial overall in terms of increasing organizational productivity. With transformational leadership, employees will feel trust, admiration and respect for the leader and employees will be more motivated.

According to Moring et al. (2021), transformational leadership style is a form that inspires subordinates to be involved, committed and have a vision and goals for the organization, motivates subordinates to be more innovative in solving organizational problems, and encourages subordinates to have the ability to complete work through coaching and supervision. The indicators of transformational leadership according to (Wijayanto, 2012) are: 1) charisma; providing a vision and mission to gain respect and trust, 2) inspiration; communicate high expectations and express the importance of goals in a simple way, 3) intellectual stimulation; encourage intelligence, rationality and caution in solving problems, 4) personal attention, provide personal attention, train and give advice.

In addition to the leadership style factor, the work facility factor also greatly affects employee performance. The availability of adequate work facilities will create effective, efficient work results, and encourage quality improvement in accordance with the work standards set by an organization. According to Tjiptono (2004), work facilities are a form of service in the form of facilities and infrastructure that support work activities, so that they can increase work productivity. With good and complete facilities, employee performance will increase. An organization must adjust the facilities to the needs of the organization so that the work done can be carried out effectively Hasibuan (2017). According to (Moring et al., 2021), work facilities are a form of service in the form of facilities and infrastructure that support work activities, so that they can increase work productivity.

Therefore, organizations must provide adequate work facilities for their employees so that they do not become obstacles in achieving organizational goals. Improving work facilities not only impacts the performance of individual employees, but also on the performance of the organization as a whole. When employees work in a good environment with adequate facility support, they are better able to provide quality services to the community. This will be reflected in the positive image of the organization and the level of community satisfaction with the services provided. Therefore, investment in work facilities should be considered an integral part of the human resource development strategy in government agencies.

The indicators of work facilities are as follows: (1) according to needs, in a work facility can only be used according to the job or position, (2) able to optimize work results, employees are able to provide good performance results according to adequate work facilities will produce high productivity, (3) easy to use, work facilities will ease the workload of each employee. With employee work aids, it will not drain much of the manpower of employees, (4) speed up the work process, the work facilities provided are able to help employees in accelerating the work process so that they can be on time according to the target, (5) placement is arranged correctly, work facilities used in helping the work process are placed in the appropriate place; Enough room space, enough lighting, enough room for employees, etc., so that employees can carry out work completion comfortably and well.

The problems that the researcher encountered in the field are that the professionalism index of ASN is still moderate, there are delays in the provision of services, cooperation between employees is still not optimal, the condition of work facilities that do not support employee comfort, the lack of asset monitoring and the lack of leaders in providing optimal mtovasi.

Research researched by R. Putri Anggita Permatasari and Timbul Dompok 2023, that an effective leadership style and adequate work facilities have a positive effect on the performance of ASN; Work facility and leadership support improve employee performance.

a. The Relationship of Transformational Leadership to Employee Performance

Leadership is an important element in professional human resource management. Transformational leadership styles allow leaders to motivate employees inspiringly to achieve organizational goals. Leaders with this approach usually have charisma, integrity, personal attention, and are able to provide clear direction. Several studies, such as by Bass et al. (2003) and Dupe et al. (2020), show that transformational leadership has a positive impact on improving employee performance. In addition, research by Saftara (2018) and Firmansyah (2021) also proves that transformational leadership has a significant effect on the performance of civil servants within the Ministry of Religion.

b. The Relationship of Work Facilities to Employee Performance

Work facilities are an important factor that supports employee productivity and performance achievement. Adequate facilities and infrastructure encourage work effectiveness and comfort at work, which ultimately has an impact on achieving organizational goals. According to Koyong (2011), work facilities are a form of service that supports employees in carrying out their duties. Research by Nurhadian (2019) and Nurhidayat et al. (2024) states that the availability of physical and non-physical work facilities has a significant effect on employee performance.

c. The Relationship of Transformational Leadership to Work Facilities

Leadership has a huge role to play in creating and managing a supportive work environment. Leaders who are sensitive to the needs of employees will be more responsive in providing adequate work facilities, both from physical aspects such as space and work tools, as well as non-physical aspects such as harmonious work relationships. Sedarmayanti's theory (2017) divides the work environment into physical and non-physical, both of which can be influenced by leadership style. Research by Kurniawan & Syofyan (2014) and Danthi (2017) supports that leadership behavior has a positive impact on the provision of conducive work facilities. Because leadership style and work facilities are one of the factors that can affect performance for each employee. The better the leadership style and facilities, the higher the level of employee performance, and vice versa, the worse and ineffective the leadership style and facilities will reduce employee performance.

The purpose of this study is to find out and analyze:

- 1) To find out and analyze the influence of transformational leadership on employee performance at the Regional Office of the Ministry of Religion of Gorontalo Province
- 2) To find out and analyze the influence of work facilities on employee performance at the Regional Office of the Ministry of Religion of Gorontalo Province
- 3) To find out and analyze the influence of transformational leadership on employee performance through employee work facilities at the Regional Office of the Ministry of Religion of Gorontalo Province

Research Methods

1 Sample Determination

Samples are partial or representative of the population being studied. If the number is less than 100, then the entire population becomes a research sample, but if the subjects are more than 100, it can be taken 10%-15% or 15%-25% (Arikunto, 2016). Based on this opinion, the sampling determined in this study is 25% of the existing population. The total number is $25/100 \times 128 = 32$. So that the number of samples used to be respondents as a data source is 32 employees. The sampling technique used by the researcher and this study is convenience/accidental sampling, which is a sample determination technique based on who happens to meet the researcher, when it is considered suitable as a data source (Sugiyono, 2019).

2 Data Analysis Techniques

Partial Least Square (PLS) is the method used in the analysis of the data of this study. The data analysis method is related to calculations in answering the formulation of the problem and testing the hypothesis that has been proposed. The data analysis in this study is a quantitative analysis using the Partial Least Square (PLS) analysis test tool. PLS is a powerful

method of analysis and is often referred to as soft modeling because there are no regression assumptions in it. PLS can be used on any type of data scale (nominal, ordinal, interval, ratio) as well as more flexible assumption requirements, as well as measuring the relationship between each indicator and its construct. PLS is an alternative approach that was originally from the Structural Equation Modeling (SEM) approach with a covariance base and became a variant base. The reason why the researcher uses the Partial Least Square Structural Equation Model (PLS-SEM) analysis technique is based on the main assumption put forward by Sarwono (in Isa, 2022) that: "in the use of PLS SEM it is not necessary to follow the assumption of normality because PLS SEM does not treat data as in a covariance-based SEM where in the SEM the data is required to be distributed normally. Theory or causality is generally tested on SEM techniques that have a covariance base, while PLS is more predictive model. This study uses PLS because it can be used even though the number of samples in the study is small. In addition, PLS is used to test theories and weak data (Ghozali, 2021).

As an analytical tester, PLS has two evaluation models, namely the measurement *model* (*outer model*) to test validity and reliability and the structural *model* (*inner model*) for hypothesis testing using prediction models (Ghozali, 2021). The stages of testing carried out in this study are as follows:

- 1) External model *evaluation* is used to assess or see the validity and reliability of an indicator in measurement (Ghozali, 2021). Here are 4 (four) different ways to measure *outer models*.
 - a) *Convergent Validity*, can be seen from the relationship between the score on the indicator and the score on the variable. *Convergent Validity* is fairly high if the value of the correlated loading factor is greater than 0.7. If the value of the *loading factor* is high, then it can be said that the indicator correctly describes the variable that has been measured. However, for research in the early stages of the development of the measurement scale, a *factor loading value* between 0.5 to 0.6 is considered sufficient (Ghozali, 2021). In addition to the *loading factor*, an evaluation of the value of *the average variance extracted* (AVE) was also carried out with the condition that the value of ≥ 0.5
 - b) *Discriminant Validity*, looking at and comparing between *discriminant validity* and *square root of average extracted* (AVE). The measurement model is assessed based on *cross loading measurements* with constructs. If the correlation of the construct with each of its indicators is greater than that of the other constructs, then the latent construct predicts the indicators better than the others.
 - c) *Composite Reliability*, is an index that shows the extent to which a measurement tool can be trusted to be relied upon. In determining *composite reliability*, if the *composite reliability* value is $pc > 0.7$, it can be said that the construct has high reliability or reliability and $pc > 0.6$ is said to be quite reliable (Chin in Lapananda, 2019).
 - d) *Cronbach Alpha*, to assess the consistency of each answer tested. Cronbach alpha is said to be good when ≥ 0.7 and is said to be sufficient when ≥ 0.3 .
- 2) Internal evaluation *of the model* aims to see the correlation or relationship between latent variables in the research. The stages in the evaluation *of the inner model* are as follows:
 - a) Coefficient of Determination/R-Square (R^2)

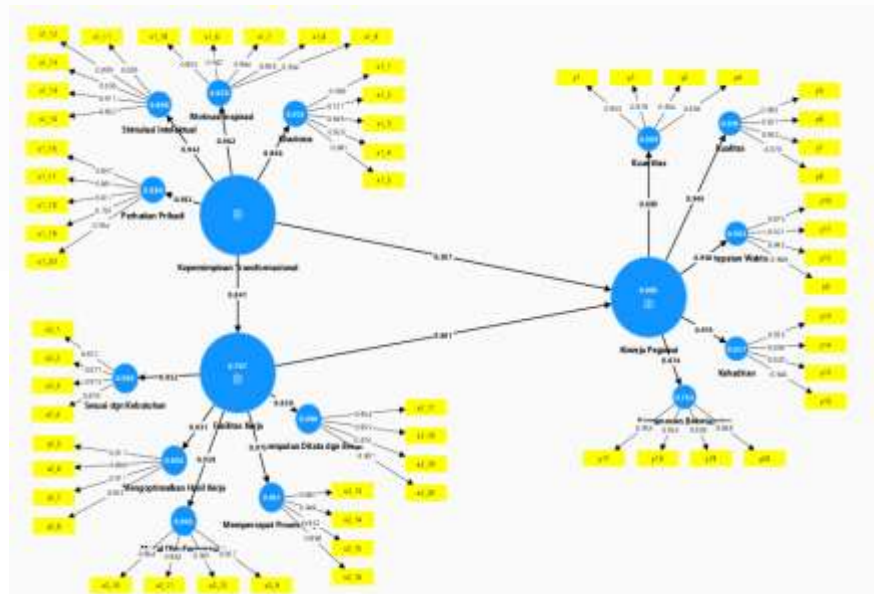
Changes in the R-Square estimate are used to see how much substantive influence arises from the measurement of exogenous variables on endogenous variables. The values of the R-Square are basically 0.75, 0.50 and 0.25 which are interpreted as strong, medium or neutral and weak (Ghozali, 2021).

- b) Hypothesis testing

2. Headlines of the first analysis or discussion

3.1 Estimation of Measurement Models

The estimated results of the measurement model are presented in Figure 1.



3 Evaluation of the outer model

a) *Convergent validity*

The evaluation of the outer model was carried out based on four criteria, namely conducting *convergent validity*, *discriminant validity*, *composite reliability*, and *cronbach alpha tests*. The *value of the loading factor* and AVE is greater than 0.5.

If the AVE value is more than 0.5, the construct is considered good. The result shows that any variable that has an AVE value greater than 0.5 is declared valid, indicating that the instrument has a high level of validity, which means that the construct is reliable or valid for measuring the related variable.

b) Discriminant Validity

The measurement model is assessed based on cross loading measurements with constructs. If the correlation of the construct with each of its indicators is greater than that of the other constructs, then the latent construct predicts the indicators better than the others. The results obtained by all indicators meet the requirements.

That the correlation value of transformational leadership constructs, work facilities and employee performance at the Regional Office of the Ministry of Religion of Gorontalo Province with each indicator is higher than the correlation value between other constructs, this means that all constructs have high discriminant validity.

c) Testing Construct Reliability Using Cronbach Alpha Reliability and Composite Reliability

Based on the test criteria, the construct is declared reliable when the composite reliability value is greater than 0.7 and the cronbach alpha is greater than 0.7. The values of composite reliability and cronbach alpha can be seen.

Because the composite reliability value for each variable is greater than 0.7, the results of this study show that each variable is considered reliable. In addition, the cronbach alpha value for each construct is greater than 0.5. Therefore, each variable stated in this study has a high level of reliability or is included in very good.

4 Evaluation of the inner model

Determining the R-square (R²) value in endogenous constructs is one of the methods to validate the inner model. The R-square value indicates the influence of exogenous latent variables influenced by endogenous latent variables. The variables that have an R-square value are the variables of work facilities because they are influenced by transformational leadership and the variables of employee performance because they are influenced by transformational leadership and work facilities. The following are the R-Square values presented in Table.

Table R-Square Results

Variable	R-square	R-square adjusted
WORKING FACILITIES	0.721	0.712
EMPLOYEE PERFORMANCE	0.815	0.803

Source: Data processing with SmartPLS, 2025

From the results of the above data, it can be interpreted that the R² value in the Work Facility variable of 0.721 indicates that 72.1% of the variability in the Work Facility can be explained by Transformational Leadership, while the remaining 27.9% is explained by other variables outside this model. The R² value on the Employee Performance variable of 0.815 indicates that 81.5% of the variation in Employee Performance is influenced by Transformational Leadership and Work Facilities, while the remaining 18.5% is explained by other factors not included in this study model.

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5. Hypothesis testing

Hypothesis testing is basically to answer the hypothesis in the research. The hypothesis test was carried out by looking at statistical values and P values. The hypothesis is stated to be accepted if the P value < 0.05. From the results of data processing, it can be determined the relationship between exogenous variables and the significance test in the following table:

Table tructure of Influence of Exogenous Variables on Endogeno

Variable Influence	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
TRANSFORMATIONAL LEADERSHIP -> EMPLOYEE PERFORMANCE	0.271	0.253	0.184	1.474	0.140
WORK FACILITIES -> EMPLOYEE PERFORMANCE	0.661	0.674	0.172	3.846	0.000
TRANSFORMATIONAL LEADERSHIP -> WORK FACILITIES -> EMPLOYEE PERFORMANCE	0.561	0.577	0.176	3.193	0.001

Source: Data processing with SmartPLS, 2025

Information:

*) Significant at the significance test level of 5% (0.05), if T_hitung > T_Tabel (1.96)

1 The Influence of Transformational Leadership on Employee Performance

Based on table, the results of the first hypothesis test show that the relationship between transformational leadership variables and employee performance shows insignificant at 5% because the P Value of 0.140 is above the significance value of P Value > 0.05 and the Statistical T value (1.474) below the T value of Table 1.96. Similarly, the value of the influence coefficient is 27.1%. Therefore, the hypothesis test can be concluded that H_0 is accepted and H_a is rejected, which means that there is no significant influence of transformational leadership on the performance of the leaders in the Regional Office of the Ministry of Religion of Gorontalo Province.

2 The Influence of Work Facilities on Employee Performance

Based on table, the results of the first hypothesis test show that the relationship of work facility variables to employee performance shows significance at 5% with a P Value of 0.000 below the significance value of P Value < 0.05 and a Statistical T value (3,846) above the T value of Table 1.96. Similarly, the value of the influence coefficient is 66.1%. Therefore, the results of the hypothesis test can be concluded that H_a is accepted, H_0 is rejected which means that there is a significant influence between work facilities on the performance of the performers at the Regional Office of the Ministry of Religion of Gorontalo Province.

3 The Influence of Transformational Leadership on Employee Performance through Work Facilities

The third hypothesis test for testing the indirect influence of transformational leadership on employee performance in the regional office of the Ministry of Religion of Gorontalo province through work facilities was carried out by first knowing the results of testing the influence of work facilities on employee performance. Mediation effect testing was carried out using the Sobel formula or by looking at specific indirect effect values (appendix).

$$z = \frac{a \times b}{\sqrt{(b^2 \times Sa^2) + (a^2 \times Sb^2)}}$$

Where:

- a = Pathway coefficient from Transformational Leadership → Work Facility = 0.561
- b = Path coefficient of Work Facility → Employee Performance = 0.661
- SE_a = Standard error of a = 0.176
- SE_b = Standard error of b = 0.172

$$Z = \frac{0,561 \times 0,661}{\sqrt{(0,661^2 \times 0,176^2) + (0,561^2 \times 0,172^2)}}$$

$$Z = \frac{0,370821}{\sqrt{0,02284}}$$

$$Z = 2,45$$

If using a significance level of 5% ($\alpha = 0.05$) the obtained P value is $0.001 < 0.05$, then the critical value of Z is 1.96. Since $Z = 2.45 > 1.96$, it can be concluded that the influence of transformational leadership on employee performance through work facilities is significant. The value of the transformational leadership coefficient on employee performance at the regional office of the Ministry of Religion of Gorontalo province through work facilities is 0.561 (56.1%), so thus the model of the indirect influence of transformational leadership variables on employee performance through work facilities can be accepted or H_a is accepted and H_0 is rejected or in other words there is a significant influence transformational leadership to employee performance through work facilities at the Regional Office of the Ministry of Religion of Gorontalo Province.

Discussion of Research Results

1 The Influence of Transformational Leadership on Employee Performance in the Regional Office of the Ministry of Religion of Gorontalo Province

Leadership is the most important thing and has a position that determines the organization. Leaders who exercise their leadership effectively can move and influence subordinates toward set goals. According to Bass (in Harsoyo, 2022) transformational leadership inspires its followers to commit to the organization's vision and goals, challenges them to become innovative problem solvers, and develops the capacity of its followers through coaching, mentoring and providing challenges and support. Furthermore, Luthans (Moring et al., 2021) concludes that transformational leadership styles bring the state to high performance in organizations facing renewal and change. Performance in this context refers to the actions or behaviors shown by individuals in completing tasks in accordance with their roles in the organization, including carrying out formal responsibilities as well as cooperating and helping each other with colleagues. Therefore, it can be concluded that transformational leadership has a direct influence on employee performance.

Based on the results of the hypothesis test conducted previously, it was shown that transformational leadership did not have a significant effect on $\alpha=5\%$ or 0.05 on employee performance. This is shown by a T-Statistic of 1.474, which is below the critical value of 1.96, and a P-Value of 0.140 (greater than 0.05). The results of this test mean that transformational leadership does not affect employee performance. These findings indicate that although leaders have a role in the organization, other factors such as work motivation, organizational culture, or employee satisfaction may be more dominant in improving employee performance. This is in line with several studies that show that transformational leadership does not always have a direct impact on performance without the support of a conducive work environment.

Observing the insignificance of the influence of transformational leadership on employee performance indicates that the case at the Regional Office of the Ministry of Religion of Gorontalo Province does not run in performance achievement. This means that

transformational leadership is not a factor that can affect employee performance. The findings of this study are certainly in line with research from (Umar et al., 2021) which states that leadership style does not have a significant effect on employee performance.

2 The Effect of Work Facilities on Employee Performance at the Regional Office of the Ministry of Religion of Gorontalo Province

The work environment is one of the important factors that can affect employee performance in an organization. The work environment according to Sedarmayanti (2017) consists of two main components, namely the non-physical work environment and the physical work environment, especially the work facilities provided by the organization in supporting work. Work facilities are all forms of facilities and infrastructure that employees use to complete tasks and responsibilities effectively and efficiently. Adequate and complete work facilities have a direct impact on employee morale, efficiency and productivity. If the physical work environment is inadequate, it can cause fatigue and work stress so that it can decrease overall performance. Therefore, understanding the importance of the physical work environment to employee performance is very crucial in an effort to create a work environment that can support the achievement of the goals or ideals of the organization.

The physical work environment can include lighting, room temperature, air circulation, noise, cleanliness, office layout, and the availability of adequate work equipment. These components can directly contribute to high productivity and employee job satisfaction.

Work facilities are part of the physical work environment that functions to support daily operational activities. The facilities in question include office equipment (computers, laptops, printers, desks, chairs, mice, keyboards, scanners), communication facilities, air conditioning systems, internet networks, and so on. Good facilities are not only technically functional, but also those that suit the needs of users.

Adequate work facilities can help employees in completing work faster and more accurately. Employees who feel valued by the organization through the provision of proper work facilities will be more likely to be more satisfied and motivated at work. They feel that their basic needs are being met, so there is a sense of comfort and loyalty to the organization. High job satisfaction will encourage optimal performance and have a positive impact on the overall work environment.

Many studies have shown a significant relationship between work facilities and employee performance. For example, research conducted by ole (Permatasari & Dompak, 2023) shows that there is an influence between work facilities on employee performance. Research conducted by (Saban & Juliagustheria, 2021) shows that there is a positive and significant influence between work facilities on employee performance. The results of this study show that the better the work facilities provided, the higher the performance shown by employees.

The results of the analysis showed that work facilities have a significant influence on employee performance, with a T-Statistic of 3.846 (greater than 1.96) and a P-Value of 0.000 (less than 0.05). Therefore, it can be concluded that work facilities affect the performance of employees at the Regional Office of the Ministry of Religion of Gorontalo Province. This is in line with the explanation put forward by Husnan (in Bandu et al. (2023) that work facilities are a form of service or assistance to employees to help and meet every employee needs in order to increase job satisfaction and employee performance. Work facilities allow for increased employee performance (Tr, 2018). The availability and quality of adequate facilities not only increases efficiency and productivity, but also encourages employee satisfaction, enthusiasm,

and loyalty to the organization. Therefore, organizations are required to continue to improve the quality of the physical work environment through careful planning, employee participation, and the appropriate use of technology.

3 The Influence of Transformational Leadership on Employee Performance at the Regional Office of the Ministry of Religion of Gorontalo Province through Work Facilities

In a dynamic modern organizational environment, leadership has a central role in determining the success of achieving organizational goals. One of the leadership styles that is widely discussed and considered relevant to the demands of contemporary organizations is transformational leadership. This leadership style not only focuses on supervision and task direction, but also emphasizes the process of individual transformation to grow, develop, and contribute more to the organization. Robbins (in Moring et al., 2021) transformational leadership is a leader's behavior that provides individualized consideration and intellectual stimulation and has charisma. Furthermore, Luthans (in Moring et al., 2021) concludes that transformational leadership brings circumstances to high performance in organizations that face the demands of renewal and change. However, while these dimensions are theoretically very promising in improving employee performance, the reality is that not all organizations experience significant impacts from transformational leadership styles. As shown in the research data at the Regional Office of the Ministry of Religion of Gorontalo Province, the results of the statistical test stated that transformational leadership did not have a direct effect on employee performance. This is evidenced by the statistical T value (1.474) which is below the table T value (1.96), and the P value of 0.140 which is above the significance limit of 0.05. This shows that statistically, the direct influence of transformational leadership on employee performance is insignificant.

These findings indicate the possibility that these influences are not direct, but are influenced by intermediate variables that are able to bridge the relationship. One of the variables that has the potential to be an intermediary is work facilities. When the work facilities are adequate, all the direction and motivation from the transformational leader will be easier to implement by the employee in the form of concrete actions. In other words, work facilities are tools and means that allow the vision and values instilled by leaders to be realized in the daily work process. Under certain conditions, even though work morale and motivation have grown thanks to good leadership, employee productivity will still be hampered due to limited facilities. Conversely, when work facilities are well available, employees can easily apply the leader's direction into concrete actions. Employees who have access to complete work facilities and infrastructure can carry out their duties more efficiently and effectively.

There are several studies that support this research, namely the research conducted (Kurniawan & Syofyan, 2014) found that leadership behavior has a significant effect on the physical work environment in the Payakumbuh City Regional Civil Service Agency. The findings of this study prove that the physical work environment will be influenced by the form of leadership behavior in an organization because the leadership behavior is the application of leadership attributes from the leadership elements at the Payakumbuh City BKD in influencing employees to work. research conducted by (Danthi, 2017) where leadership has a positive effect on the physical work environment and the non-physical work environment and the influence is significant. Thus, although transformational leadership does not directly affect employee performance, good leadership can create a more conducive work environment through the provision of optimal work facilities.

The results of the pathway analysis showed that work facilities play a significant role as mediators in the relationship between transformational leadership and employee performance. The results of the Sobel test showed that the value of $Z = 2.95$, which is greater than 1.96, so this indirect influence was significant at the 95% confidence level.

Conclusion

Based on the results of research conducted on the influence of transformational leadership and work facilities on employee performance at the Regional Office of the Ministry of Religion of Gorontalo Province, it can be concluded that the two variables have different roles in encouraging performance achievement. This study aims to find out whether transformational leadership has a direct effect on performance, whether work facilities have an effect on performance, and whether work facilities can be a mediating variable in the relationship between transformational leadership and employee performance.

The results of the study show that transformational leadership does not have a significant direct influence on employee performance. This shows that the direction, inspiration, and motivation provided by leaders are not necessarily able to improve performance, without real support in the form of supporting facilities or work facilities. Although in theory, transformational leadership is seen as able to encourage individuals to be more committed, creative, and productive, but in practice, it is still influenced by the conditions of the work environment that are directly felt by employees in carrying out their daily tasks.

On the contrary, work facilities have been proven to have a positive and significant influence on employee performance. Work facilities that include equipment, infrastructure, workspace comfort, and access to information technology are the main supporting factors in carrying out tasks efficiently and effectively. Employees who feel well facilitated will have higher motivation to complete work on time, increase productivity, and feel valued by the organization. Work facilities also have an impact on the psychological condition of employees, create comfort, reduce stress, and strengthen loyalty to the institution.

Furthermore, this study proves that work facilities play a mediator role in the relationship between transformational leadership and employee performance. This means that even though the leadership style applied has transformational qualities, its influence on employee performance will not be maximized without adequate work facilities. In this context, work facilities become a bridge that allows the vision and direction of the leader to be translated into real action by employees. When facilities are well available, employees are easier to understand and implement directions, and are better able to realize the performance targets that have been set.

These findings provide an understanding that in an effort to improve organizational performance, it is not enough to rely only on a certain leadership style, but also to pay attention to other supporting elements that play a direct role in work activities. Transformational leadership does have the power to inspire and motivate, but without the support of adequate work facilities, it will be difficult to realize that direction and encouragement into concrete achievements.

In terms of implementation, the results of this research can be a basis for policy makers within the Regional Office of the Ministry of Religion of Gorontalo Province and other government agencies in developing performance improvement strategies. Strategic steps that can be taken include: conducting regular audits of work facilities, updating the tools and technology used, and adjusting facilities and infrastructure to real needs in the field. Leaders

also need to strengthen their role not only as motivators, but also as facilitators who ensure that employees have access to adequate work tools.

Thus, this research makes an important contribution in strengthening the understanding of how transformational leadership and work facilities can affect employee performance. The practical implications of these findings confirm that performance improvement depends not only on leaders, but also on the organization's ability to provide appropriate tools and infrastructure. The synergy between inspirational leadership and a supportive work environment is key to success in building a productive, responsive, and results-oriented organization.

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