

DOI: <https://doi.org/10.38035/dijefa.v5i4>

Received: 13 August 2024, Revised: 23 August 2024, Publish: 24 September 2024

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The Influence of Work Facilities and Internal Communication on the Performance of Civil Servants Through Motivation at the Education Office and Culture of Muaro Jambi Regency

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Abstract: This study evaluates and analyzes the impact of work facilities and internal communication on civil servant performance, with work motivation as a mediating variable, at the Education and Culture Office of Muaro Jambi Regency. Using both descriptive and verification methods, the research involved 62 employees from the office and employed the Partial Least Squares (PLS) method for analysis. The results from the questionnaire indicated that work facilities had a total score of 2859, classified as good, while internal communication scored 2836, also in the good range. Work motivation was rated at 3080, placing it in the high category, and employee performance scored 3099, which is similarly high. The findings show that work facilities have significant impact on motivation. Internal communication also positively and significantly influences motivation. Additionally, both work facilities and internal communication have significant effect on employee performance. Motivation is demonstrated to positively and significantly affect employee performance. Moreover, work facilities and internal communication both positively and significantly impact employee performance through the mediation of motivation at the Muaro Jambi Regency Education and Culture Office.

Keyword: Work Facilities, Internal Communication, Work Motivation, Employee Performance.

INTRODUCTION

Human resources (HR) are a crucial element within the organizational environment. HR encompasses the human force that performs work in an organization, commonly referred to as labor, workers, employees, staff, or personnel. HR can be considered an asset in various organizational activities, particularly those related to the organization's existence. The potential of individuals enables HR to adapt, transform, and manage both themselves and available resources to achieve sustainable welfare (Zahari et al., 2022).

According to Moenir (2014), facilities include various types of infrastructure, services, and equipment designed to support activities and operations within specific contexts such as workplaces, educational institutions, public facilities, or daily life environments. Facilities aim to enhance comfort, efficiency, and effectiveness by providing necessary physical, technological, and service support. In the workplace, well-maintained facilities can improve employee comfort, boost productivity, and foster a better work environment. Research by Jufrizen (2021) suggests that comprehensive work facilities positively impact employee performance, indicating that improved facilities are associated with enhanced performance.

Internal communication involves the exchange of information, ideas, and messages within an organization across various levels and departments. Its primary goal is to ensure that all members of the organization have the information needed to perform their duties effectively and to foster positive relationships among employees. Effective internal communication contributes to a positive work environment, increases motivation, and enhances comfort, thereby positively influencing performance. Conversely, poor internal communication, often resulting from strained relationships between superiors and subordinates or frequent conflicts, can hinder performance (Mijaya & Susanti, 2023).

Motivation is the driving force that compels individuals to take action, achieve goals, or behave in specific ways. It plays a vital role in both personal and professional life, influencing how individuals tackle challenges, reach objectives, and interact with their surroundings. Motivation drives work behavior, and research by Abbas & Fadhillah (2024) indicates that it significantly affects employee performance. Thus, motivation is a critical determinant of effective employee performance.

Performance refers to the assessment of how well an individual, team, or organization accomplishes their tasks and responsibilities. It is often linked to goal achievement, work effectiveness, and results. Performance encompasses the quality, quantity, speed, and efficiency of task completion. According to Kasmir (2016), and Wibowo (2016) notes that it serves as a basis for evaluating employees or organizations. High performance is essential for achieving an organization's vision and mission, though many factors can influence performance levels.

At the Muaro Jambi Regency Education and Culture Office, the number of employees remained stable from 2019 to 2023. During this period, there were 1,310 units of work facilities needed to support employee performance, but only 1,272 units were available, highlighting a shortfall. Additionally, the frequency of meetings fluctuated, averaging 33 per year from 2019 to 2023, with a drop to 22 meetings in 2020.

In the past five years, 46 employees, or 74.13%, did not receive full TPP (Performance-Based Compensation), which is attributed to decreased performance. The office's performance in achieving work program goals from 2019 to 2023 showed that only one of three programs met the 100% target. Specifically, the programs aimed at improving public service quality, performance accountability, and educational facilities did not achieve full completion. Given this background, the researcher work facilities and internal communication on civil servant performance through motivation at the Muaro Jambi Regency Education and Culture Office.

METHOD

Data represent measurements of values, while processed data are referred to as information. For data to be considered reliable, it must meet the criteria of accuracy, relevance, and timeliness (Sudirman et al, 2020). This study employs a descriptive-verifiable and quantitative approach. As explained by Sugiyono (2016), the verifiable method involves testing hypotheses derived from descriptive research through statistical analysis to determine whether the hypotheses are supported or refuted. The study's sample consisted of 62 participants. Data

were collected using questionnaires, and analysis was conducted using the Partial Least Squares (PLS) method.

RESULTS AND DISCUSSION

Convergent Validity Testing

The aim of convergence validity testing is to verify that the measurement instrument provides values that are both consistent and relevant to the construct being measured, in comparison to other instruments assessing the same construct. The results of the outer loadings calculation, are illustrated in the figure below:

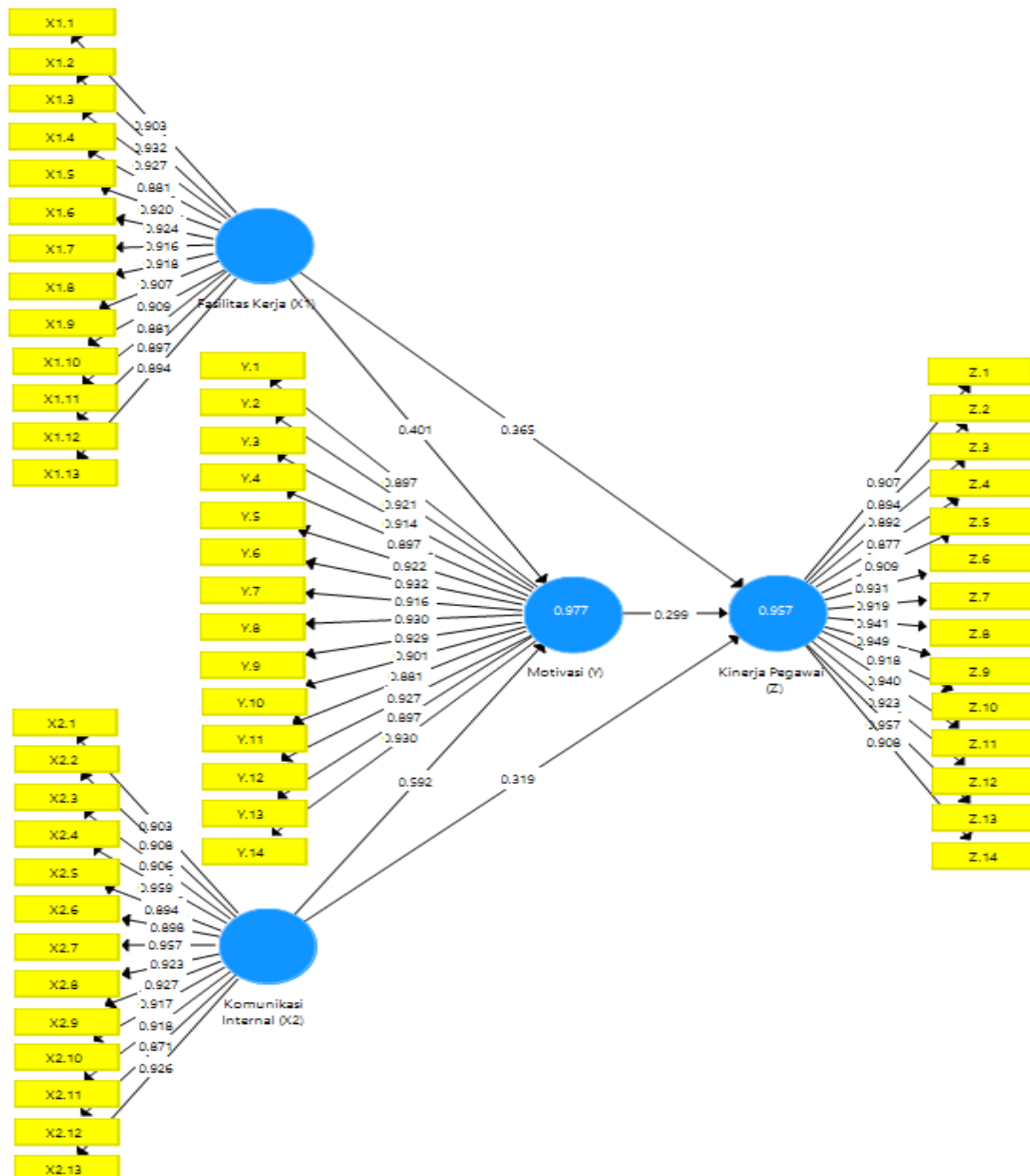


Figure 1. Outerloading Results

Evaluating outer loadings is intended to verify that each indicator within a construct has the highest loading factor for that construct relative to other constructs. The figure, which displays all loading factors above 0.70, indicates that are deemed reliable, as all loading factors surpass the 0.70 threshold.

We use the AVE measure. For the outer model, AVE is deemed to satisfy the criteria for convergent validity if the AVE value exceeds 0.50. Below are the AVE scores obtained:

Table. 1. Average Variance Extracted Value

Variable	AVE Scores	Information
Work facilities (X ₁)	0.826	Valid
Internal communication (X ₂)	0.839	Valid
Motivation (Y)	0.835	Valid
Employee Performance (Z)	0.845	Valid

Source: Smart PLS Vers 3.0 (2024)

Table 1 demonstrates that all the AVE values exceed 0.5, indicating that the AVE values for each construct or indicator in the research variable are valid. Therefore, it can be concluded that the construct has passed the validity test for convergence.

The composite reliability values for each variable are presented in Table 1 below.

Table 2. Composite Reliability

Variable	Composite Reliability	Information	Cronbach Alpha	Information
Work facilities (x ₁)	0.984	Reliable	0.982	Reliable
Internal communication (X ₂)	0.985	Reliable	0.984	Reliable
Motivation (Y)	0.986	Reliable	0.985	Reliable
Employee Performance (Z)	0.987	Reliable	0.986	Reliable

Source: Smart PLS Vers 3.0 (2024)

According to Table 2, the results of the composite reliability and Cronbach's alpha tests indicate that all variables are deemed reliable, as their composite reliability scores exceed 0.70. This suggests that the variables are dependable, and the research information can be confidently used to conduct high-quality research.

Evalue Inner Model

When evaluating the model using PLS, the process begins by examining the R-Square values for each dependent latent variable. Table 3 displays the R-Square estimates obtained with SmartPLS 3.0:

Table 3. R-Square Value

Variable	R-Square
Motivation (Y)	0.977
Employee Performance (Z)	0.957

Source: Smart PLS Vers 3.0 (2024)

Table 3 presents the R-Square values, showing that motivation has an R-Square of 97.7 percent and employee performance has an R-Square of 95.7 percent. These results indicate a strong impact of work facilities and internal communication on motivation, as well as a strong impact on employee performance.

Hypothesis Testing

The estimated parameters provide important insights into how the research variables are related. Hypothesis testing relies on the values of the inner weights obtained from the output. The results from the structural model test are presented in Table 4.

Table 4. Result for Inner Weights

	Original Sample (O)	Sample Mean (M)	Standardi Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Facilities (X1) -> Motivation (Y)	0.401	0.400	0.115	3.497	0.001
Internal Communication (X2) -> Motivation (Y)	0.592	0.592	0.115	5.158	0.000
Work Facilities (X1) -> Employee Performance (Z)	0.365	0.363	0.126	2.894	0.004
Internal Communication (X2) -> Employee Performance (Z)	0.319	0.327	0.159	2.009	0.045
Motivation (Y) -> Employee Performance (Z)	0.299	0.293	0.121	2.475	0.014
Work Facilities (X1) -> Motivation (Y) -> Employee Performance (Z)	0.120	0.118	0.060	1.988	0.047
Internal Communication (X2) -> Motivation (Y) -> Employee Performance (Z)	0.177	0.172	0.080	2.213	0.027

Source: Smart PLS Vers 3.0 (2024)

In statistical PLS testing, each hypothesized relationship is evaluated through simulations, specifically using the bootstrapping method on the sample. This approach also helps mitigate issues related to data anomalies. The results of the bootstrapping tests using SmartPLS 3.0 are as follows:

With a t-statistic value of 3.497 (greater than 1.96) and a p-value of 0.001 (less than 0.05), the hypothesis (H1) is accepted. This indicates that work facilities have a positive and significant effect on motivation, meaning improvements in work facilities significantly enhance motivation. This finding is consistent with the studies by Arita & Agustin (2022) and Jufrizen (2021). Work facilities have a great influence on employee motivation for several main reasons Good amenities, such as comfortable chairs, ergonomic desks, and a clean and organized environment, can reduce physical discomfort and stress. Employees who feel physically comfortable tend to be more focused and productive. Adequate facilities, such as up-to-date equipment and efficient technology, help employees to complete their tasks more quickly and effectively. This can increase a sense of accomplishment and job satisfaction.. Supportive facilities such as rest areas, comfortable dining areas, and recreation areas can create a more enjoyable work environment. This helps to reduce stress and improve mood, which contributes to work motivation. Investing in work facilities is often seen as a form of recognition and appreciation for employees. This shows that the company cares about the welfare and comfort of employees, which can increase loyalty and morale. Facilities that facilitate access such as well-maintained meeting rooms, stable internet networks, and work support tools can reduce obstacles in completing work. Employees can work more efficiently and feel more organized. Good facilities can support intrinsic motivation (satisfaction from the job itself) and extrinsic motivation (rewards and recognition). Employees who feel well treated and have access to supportive facilities tend to be more motivated to do a good job.

The t-statistic value is 5.158 (greater than 1.96), and the p-value is 0.000 (less than 0.05), leading to the acceptance of hypothesis H1. This suggests that better internal communication positively and significantly impacts motivation, aligning with findings by Sari (2023). Internal

communication has a great influence on employee motivation for the following reasons Effective internal communication ensures employees feel connected to the company's goals, vision, and mission. When employees understand their role in the larger context and how their contributions affect the success of the company, they feel more engaged and motivated. Good communication helps in explaining job responsibilities, expectations, and goals. With clear information, employees can understand what is expected of them and how to achieve it, which reduces confusion and frustration. Open internal communication allows managers and supervisors to provide positive feedback and appreciation in person. Recognition of employee achievements, both individually and within a team, can increase motivation and job satisfaction. Effective communication facilitates faster resolution of conflicts and problems. When employees feel they can voice their problems or complaints without fear or embarrassment, they feel more comfortable and motivated to stay productive. Open and transparent internal communication builds trust between employees and management. When employees feel that the company is honest and open about decisions and changes, they are more likely to feel valued and motivated. Overall, effective internal communication helps to create a harmonious, supportive, and transparent work environment, which contributes greatly to employee motivation and performance.

The t-statistic value is 2.894 (greater than 1.96), and the p-value is 0.004 (less than 0.05), resulting in the acceptance of hypothesis H1. This means that improved work facilities positively and significantly affect employee performance, consistent with research by Jufrizen (2021). Work facilities have a great influence on employee performance due to several key interrelated factors Ergonomic and comfortable work facilities, such as chairs that support good posture and suitable desks, help reduce physical fatigue and discomfort. Employees who are physically comfortable can concentrate better on their tasks and work more efficiently. Facilities such as fast computers, appropriate software, and adequate work tools increase productivity. Employees who have access to good tools and technology can get the job done faster and more accurately. A clean, orderly, and distraction-free environment improves concentration and reduces stress. A well-designed workspace can create a conducive atmosphere for work, which supports improved performance. Facilities such as rest and recreation areas provide opportunities for employees to rest and de-stress. Getting enough rest and time for physical activity can increase energy and focus when returning to work. Good lighting and a comfortable room temperature affect the comfort and health of employees. Adequate illumination helps reduce eye strain, while comfortable temperatures prevent discomfort that can interfere with concentration and performance. Facilities that facilitate mobility, such as accessibility for employees with special needs and efficient office layouts, affect work speed and efficiency. An easily accessible and well-organized environment helps employees in completing their tasks more effectively. Overall, good work facilities create a supportive and conducive environment for work. This contributes to increased productivity, reduced stress, and job satisfaction, all of which have a positive impact on employee performance.

The relationship between internal communication and employee performance shows a path coefficient of 0.319. The t-statistic value is 2.009 (greater than 1.96), and the p-value is 0.045 (less than 0.05), supporting hypothesis H1. This indicates that enhanced internal communication positively and significantly affects employee performance, corroborated by the studies of Febrian et al. (2016) and Febrian et al. (2016).

Internal communication has a significant effect on employee performance for several key reasons Effective internal communication ensures that employees understand the organization's goals, expectations, and responsibilities. When employees are clear about what is expected of them and how their duties contribute to the overall goal, they can work more focused and productively. Good communication facilitates coordination between teams and

departments. With clear and timely information, employees can collaborate better, avoid duplication of efforts, and ensure that projects run smoothly, which has a positive impact on overall performance. Accurate and relevant information enables employees to make better decisions. When employees have access to the necessary data and information, they can complete tasks more effectively and take appropriate actions. Open communication aids in quick identification and problem solving. When problems or conflicts arise, employees can communicate them and find solutions constructively, preventing problems from becoming bigger and disrupting performance. Good internal communication includes positive feedback and appreciation for employee achievements. Recognition and praise increase motivation and job satisfaction, which in turn improves performance. Transparent communication builds trust between employees and management. When employees feel that they are being told honestly about the company's decisions, changes, and direction, they tend to be more committed and motivated to contribute to the fullest. Effective communication helps employees understand and adapt to changes in the organization, such as changes in policies, structures, or strategies. Clear support and information during periods of change helps reduce uncertainty and stress, minimizing the negative impact on performance. Overall, effective internal communication ensures that necessary information is available, supports collaboration and coordination, and establishes a transparent and supportive work environment. All these factors contribute to improving employee performance and achieving organizational goals.

The t-statistic value is 2.475 (greater than 1.96), and the p-value is 0.014 (less than 0.05), leading to the acceptance of hypothesis H1. This suggests that increased motivation positively and significantly influences employee performance, in line with research by Yang (Abbas & Fadhillah, 2024) and Zahari, Akbar, & Syaifullah (2023).

Work motivation has a significant effect on employee performance because motivation is a factor that encourages individuals to work harder, commit, and do their tasks better. Here are some reasons why work motivation is so important for employee performance. Motivated employees tend to work harder and more efficiently. They are more likely to complete tasks on time, take initiative, and produce high-quality outputs. High motivation encourages employees to think creatively and find new solutions to the challenges they face. Employees who feel inspired and valued are more likely to contribute innovative ideas that can improve processes and products. Motivated employees are typically more committed to the organization and its long-term goals. They feel more attached and loyal to the company, which reduces turnover rates and increases team stability. High motivation contributes to attention to detail and higher standards of work. Motivated employees are more likely to scrutinize their work and avoid mistakes. Motivated employees tend to take greater initiative and be proactive in completing tasks. They not only do what they are told, but also look for ways to improve results and get the job done in a better way. Motivation also influences social interaction and cooperation in the workplace. Employees who feel motivated tend to work better in teams, communicate effectively, and support their colleagues. Overall, work motivation is key to maximizing employee potential. When employees feel motivated, they are more likely to perform better, which contributes to the overall success of the organization.

The t-statistic value is 1.998 (greater than 1.96), and the p-value is 0.047 (less than 0.05), confirming hypothesis H1. This result indicates that work facilities have a positive and significant effect on employee performance through motivation, as supported by Jufrizen & Hadi (2021).

Work facilities have a significant effect on employee performance through employee work motivation because adequate facilities can increase comfort, efficiency, and job satisfaction, which in turn affects motivation. Comfortable work facilities, such as ergonomic chairs, suitable desks, and a clean work environment, reduce physical discomfort and stress. Employees who feel comfortable tend to have higher levels of motivation because they

are not distracted by pain or discomfort, and are more focused on their work. Facilities such as good lighting, adequate ventilation, and comfortable temperatures create a conducive environment for work. A pleasant environment can increase job satisfaction and motivation, which has a positive impact on performance. Modern and efficient equipment and technology make it easier for employees to complete their tasks faster and more accurately. Access to good facilities reduces frustration and downtime, increasing employee motivation to work better because they have the right tools to do their jobs efficiently.

Facilities such as rest rooms and recreation areas provide employees with opportunities to rest and de-stress. Adequate rest and time to relax can increase motivation, reduce fatigue, and help employees return to work with higher energy and enthusiasm. Facilities that show that the company cares about the well-being of employees, such as wellness programs or wellness facilities, provide a signal that the company values their employees. This recognition can increase employee motivation because they feel valued and cared for, which encourages them to work harder. Facilities that support training and development, such as training rooms that are adequately equipped, facilitate skill development. When employees have access to good training and development opportunities, they feel more motivated to upskill and contribute more to the company. Overall, good work facilities affect employee motivation by creating a supportive, comfortable, and productive environment. This high motivation then contributes to improved employee performance, as they are more likely to work with greater passion, efficiency, and dedication.

The t-statistic value is 2.213 (greater than 1.96), and the p-value is 0.027 (less than 0.05), leading to the acceptance of hypothesis H1. This suggests that internal communication positively and significantly affects employee performance through motivation, consistent with the findings of Mijaya & Susanti (2023).

Internal communication has a significant effect on employee performance through employee work motivation because effective internal communication can increase motivation in various ways that have a direct impact on performance. Clear internal communication helps employees understand the company's goals, expectations from their employers, and how their contribution plays a role in achieving those goals. When employees have a clear understanding of what is expected of them and how their work affects overall results, they feel more motivated to do their job better. Effective communication allows for constructive feedback and recognition of employee achievements. Recognition of achievements and constructive feedback increases motivation because employees feel valued and recognized, which encourages them to keep striving and improve their performance. Transparent internal communication builds trust between employees and management. When employees feel that the company is open about decisions, changes, and business conditions, they feel more confident and motivated. Transparency also reduces uncertainty and increases the sense of security that supports performance.

Good communication facilitates the presentation of problems and challenges faced by employees, as well as the joint search for solutions. When employees feel they can communicate difficulties and get the support they need, they feel more supported and motivated to get their work done. Effective internal communication involves employees in the decision-making and planning process. This engagement makes employees feel that they have a say in decisions that affect their work, which increases their motivation and engagement at work. Internal communication ensures that employees have the necessary access to information and resources that support their work. When employees have relevant information and adequate resources, they can work more efficiently and feel more motivated to achieve good results. Through internal communication, employees can be informed about career development opportunities, training, and promotions. Knowledge of opportunities to grow in their careers increases motivation because employees feel there is an avenue for personal and professional

growth within the organization. Effective communication in managing change, such as changes in policies or organizational structures, helps employees adapt to those changes. Clear support and information during the change period reduces anxiety and resistance, which supports motivation to adapt and function well in new situations. Overall, effective internal communication increases employee motivation by ensuring they feel valued, engaged, and informed. This high motivation then has a direct impact on improving employee performance, because they work with more enthusiasm, dedication, and efficiency.

CONCLUSION

1. The questionnaire results indicate that the total score for work facilities is 2859, placing it in the "good" category. For internal communication, employees scored 2836, also reflecting a good level of internal communication. The motivation variable scored 3080, categorizing it as high. Similarly, employee performance received a score of 3099, which is also categorized as high.
2. Work facilities positively and significantly influence motivation accounting for 40.1% of the effect.
3. Internal communication positively and significantly impacts motivation contributing 59.2% to the effect.
4. Work facilities have a positive and significant effect on employee performance with an impact of 36.5%.
5. Internal communication positively and significantly affects employee performance with an influence of 31.9%.
6. Motivation has a positive and significant effect on employee performance contributing 29.9% to the effect.
7. Work facilities positively and significantly influence employee performance through motivation with a mediating effect of 12%.
8. Internal communication positively and significantly affects employee performance through motivation at the Muaro Jambi Regency Education and Culture Office, with a mediating effect of 17.7%.

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