

The Influence of Facilities and Capabilities through Work Commitment on Employee Performance in the Pasar District of Jambi City

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Abstract: This study aims to identify and understand the overview of work facilities, work capabilities, work commitment, and employee performance in the Pasar District of Jambi City. Additionally, it seeks to examine and analyze the influence of work facilities and work capabilities on employee performance, both directly and indirectly through employee commitment in the Pasar District of Jambi City. The research was conducted in the Pasar District of Jambi City, which consists of one district office and four sub-district offices. The total population comprises 68 employees as of 2023. This study employs a saturated sampling technique, where all members of the population are used as the sample. A quantitative approach was applied, utilizing a survey method and data analysis through Partial Least Squares (PLS). The results indicate that work facilities and work capabilities positively and significantly affect employee performance both directly and indirectly through work commitment. Likewise, work commitment directly has a positive and significant impact on performance. This means that if the available work facilities support employee comfort and effectiveness in carrying out their tasks, coupled with strong capabilities to perform their duties smoothly and achieve established goals, it not only directly enhances employee performance but also strengthens their commitment to the organization.

Keyword: Work Facilities, Work Ability, Work Commitment, & Performance

INTRODUCTION

Quality human resources (HR) play a crucial role in the success of an organization, whether in the public or private sector. This is especially true for sub-district offices (kelurahan), which serve as the frontline in providing services to the community at the district level. Having high-quality HR with excellent performance is a key factor in ensuring effective and efficient public services, such as administrative processing, correspondence, and addressing other citizen needs quickly and accurately.

Quality HR are valuable assets for any organization. This is because HR possesses the abilities, knowledge, and skills necessary to achieve organizational goals. However, the quality

of HR alone is not sufficient to ensure successful performance without adequate work facilities. As stated by Sedarmayanti (2017), work facilities are an integral part of creating a conducive work environment. Without the support of proper facilities, the potential of quality HR cannot be maximized effectively.

Facilities are everything that can facilitate efforts and streamline work to achieve a goal. According to Riva'i (2019), facilities refer to anything that can ease and smooth the implementation of an activity, which can include physical objects or financial resources. Furthermore, Arikunto (2016) defines facilities more broadly as anything that can simplify and expedite the execution of any endeavor. Conversely, inadequate work facilities often become significant obstacles for employees in carrying out their duties effectively.

Adequate and well-maintained work facilities play a crucial role for employees in maximizing their performance (Amanah et al., 2024; Uvianti et al., 2023). This also applies to sub-district and district offices within the Pasar District of Jambi City. The significant impact of work facilities on employee performance must be given special attention by leadership to ensure a comfortable working environment for employees.

In addition to work facilities, another factor that can hinder the optimization of human resource performance is related to employee work capabilities (Rizqina et al., 2017). Work capability is one of the key factors determining employee performance in an organization (Fadhil & Ashoer, 2020; Rizqina et al., 2017; Agustina et al., 2022). It encompasses various aspects, such as technical skills, knowledge, experience, adaptability, and problem-solving abilities. Employees with high work capabilities tend to perform their tasks more effectively, produce quality output, and achieve the targets set by the organization. Conversely, employees with low work capabilities can negatively impact organizational performance and hinder the achievement of its objectives.

In addition, strong work capabilities also encourage employees to continuously grow and learn. Employees with adequate skills and knowledge are better equipped to adapt to changes and innovations in the workplace. They tend to be more proactive in seeking solutions, improving work processes, and innovating, all of which contribute to enhanced performance.

Work capabilities not only impact performance but can also indirectly influence an individual's work commitment. This is supported by Robbins & Judge (2017), who state that individuals who feel competent in their work are more motivated to continue contributing positively, which ultimately strengthens their commitment to the organization.

Work commitment reflects the extent to which an employee demonstrates dedication and loyalty to their job and the organization they work for. Employees with a high level of work commitment tend to exhibit greater motivation, a strong sense of responsibility, and a determined effort to achieve organizational goals. Work commitment is a key factor that significantly influences employee performance within an organization (Fadhil & Ashoer, 2020).

When employees have a high level of work commitment, they are more likely to put in extra effort in carrying out their tasks. They do not just work to meet minimal demands, but also strive to achieve optimal performance (Agustin et al., 2022). Strong commitment encourages employees to continuously improve the quality of their work, seek new ways to be more efficient, and innovate in problem-solving. All of this directly contributes to the overall enhancement of employee performance (Rizqina et al., 2017).

Performance refers to the achievement of employee work results based on both quality and quantity, as a reflection of work performance within a specific time period, adjusted to their tasks and responsibilities (Mangkunegara, 2017). Employee performance plays an important role in the organization; if the performance is low, it will hinder the organization's ability to achieve its objectives (Mathis, 2020).

Based on the phenomenon that has been presented, the researcher sees the need for an empirical study that reveals the influence of work facilities and work capabilities through work

commitment on performance. The study is titled "The Influence of Facilities and Capabilities through Work Commitment on Employee Performance in the Pasar District of Jambi City".

This study aims to understand and describe the work facilities, work capabilities, work commitment, and employee performance within the Pasar District of Jambi. It also seeks to examine and analyze the impact of work facilities and work capabilities on employee performance, both directly and indirectly through work commitment.

METHOD

Population and Sample.

The population in this study consists of employees in the Pasar District of Jambi, with a total of 68 employees in 2023. Since the population size is not very large, only 68 employees, the appropriate sampling technique for this study is Saturated Sampling (Census Sampling), where all members of the population are included as the sample in this study. In other words, the sample size in this study is 68 employees.

Data Analysis Method.

The researcher analyzes the data that has been outlined using both qualitative and quantitative methods with a structural approach, utilizing SmartPLS 3.0. Below is an explanation of each method used:

- a) **Descriptive Analysis.** This method is used to obtain an overview of the research variables related to the existing issues, as well as to answer the first objective and hypothesis of this study.
- **b) Structural Equation Modeling (SEM) with PLS.** Partial Least Squares, or PLS, is a type of SEM based on components with formative construct properties. Partial Least Squares (PLS) is a powerful analytical technique because it can be applied to all data scales, requires few assumptions, and does not necessitate a large sample size. PLS-SEM analysis consists of two sub-models: the measurement model (often called the outer model) and the structural model (often called the inner model). The SEM-PLS model in this study is as follows.

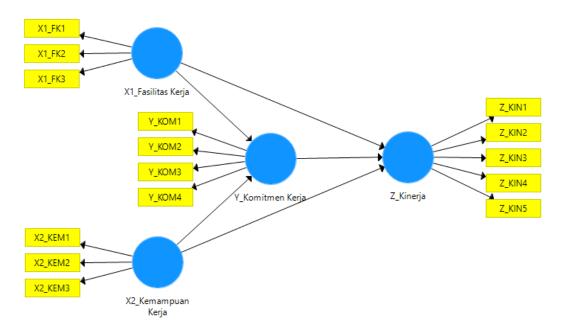


Figure 1. SEM-PLS model

RESULTS AND DISCUSSION

Respondent Profile

Based on the data collection results through the distribution of questionnaires to the employees who served as respondents, the characteristics of each respondent can be identified, with the expectation that this information can be used as input, which will be outlined as follows.

Table 1. Respondent Profile						
No	Respondent	Frequency	Percentage (%)			
	Characteristics					
Gender						
1	Man	43	63,2			
2	Woman	25	36,8			
	Total	68	100			
Age Group						
1	< 25 Years	4	5,9			
2 3	25 – 35 Years	35	51,5			
3	36 – 45 Years	21	30,9			
4	46 – 55 Years	5	7,4			
5	> 55 Years	3	4,4			
	Total	68	100			
	Edu	ucation				
1	High School Equivalent	6	8,8			
2	Diploma	11	16,2			
3	Bachelor degree	48	70,6			
4	Master degree	3	4,4			
_	Total	68	100			
Working Period Group						
1	< 5 Years	10	14,7			
2	6 – 10 Years	35	51,5			
3	11 – 15 Years	18	26,5			
4	> 15 Years	5	7,4			
	Total	68	100			

Source: Processed data (2024)

Description of Research Variables

Descriptive statistics of the research variables are used to determine the extent to which the indicators, which serve as the question items for each variable used in this study, namely work facilities, work capabilities, work commitment, and employee performance in the Pasar District of Jambi City, are represented using a Likert scale. Each statement item for each indicator of the research variables has categories that can describe the actual conditions in the Pasar District of Jambi City.

No	Hypothesis	Score	Range	Results	Decision
1.	Work Facilities (X ₁)	3.286	3.005 - 3.711	Good	Hypothesis Accepted
2.	Work Ability (X ₂)	2.820	2.543 - 3.141	Good	Hypothesis Accepted
3.	Work Commitment (Y)	3.049	2.774 - 3.426	Tall	Hypothesis Accepted
4.	Performancea (Z)	3.570	3.237 - 3.997	Tall	Hypothesis Accepted

Source: Processed data (2024)

Data Analysis Results

Measurement Model Analysis (Outer Model)

There are three criteria in the use of data analysis techniques with SmartPLS 3 to assess the outer model, namely Convergent Validity, Discriminant Validity, and Composite Reliability. The Convergent Validity of the measurement model with reflective indicators is assessed based on the correlation between the item score/component score estimated using SmartPLS 3 software. An individual reflective measure is considered high if it correlates more than 0.70 with the construct being measured. In this study, a loading factor threshold of 0.70 will be used. Based on the analysis results, the following outcomes were obtained:

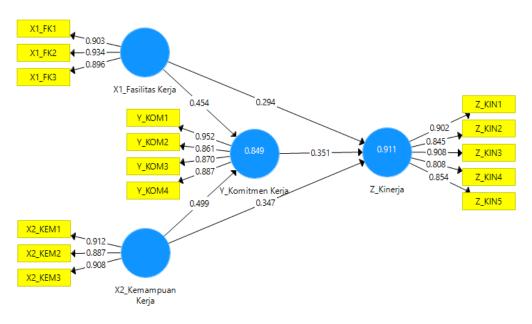


Figure 2. Outer Model

Based on the data processing results using PLS presented in Figure 2 above, it is known that all indicators in this study have outer loading values greater than the rule of thumb > 0.70. Theoretically, if the outer loading values exceed the rule of thumb > 0.70, it can be stated that they meet the Convergent Validity criteria in the adequate and good category, allowing the research to proceed to the next stage of validity testing.

Structural Model Analysis (Inner Model)

After evaluating the model and determining that each construct has met the criteria for Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is the evaluation of the structural model, which includes testing the R-Square value (Coefficient of determination) and the F-Square value (f2 Effect Size).

R-Square value (Coefficient of determination)

The R-square value is used to indicate the extent to which exogenous constructs explain endogenous constructs. To evaluate the structural model, the R-square value shows the predictive power of the model. The rule of thumb used is 0.75, 0.50, and 0.25, which indicate a strong, moderate, and weak model, respectively (Hair et al., 2017). The R-square value results can be seen in the table below as follows:

Table 3. R Square Test Results				
	R Square	Adjusted R Square		
Y_Work Commitment	0,849	0,845		
Z_Performance	0,911	0,907		
Service Street DLS Output 2, 2024				

Source: SmartPLS Output 3, 2024.

Based on the data processing results in the table above, it shows that the commitment variable has an R-square value of 0.849, meaning that the commitment variable can be explained by the constructs of work facilities and work ability with a percentage of 84.9%. Meanwhile, the performance variable has an R-square value of 0.911, meaning that employee performance can be explained by the constructs of work facilities, work ability, and

commitment with a percentage of 91.1%. Therefore, it can be concluded that the results of the structural model (inner model) testing for the commitment and performance variables fall into the "strong" model category.

F–Square Value (f² Effect Size)

F-square is calculated to measure the significance of the change in R-square when a certain construct is removed from the model to evaluate whether the removed construct has a substantial 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 small, medium, and large effect sizes, respectively. An effect size value of less than 0.02 indicates that the variable has no effect (Hair et al., 2017). The results of the F-square values can be seen in the table below as follows:

Table 4. F-Square Value			
	Y_Work Commitment	Z_Performance	
X1_Work Facilities	0,330	0,177	
X2_Work Ability	0,399	0,234	
Y_Work Commitment		0,209	
Source: SmartPLS Output 3, 2024			

Source: Si	nartPLS	Output	3,	2024
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Based on the data processing results in the table above, the interpretation can be described as follows:

- 1) The effect of work facilities on work commitment has an F-Square value of 0.330. In theory, if the F-Square value is > 0.15 and < 0.35 (0.15 < 0.330 < 0.35), it can be interpreted that work facilities have a moderate effect on employee work commitment.
- 2) The effect of work ability on work commitment has an F-Square value of 0.399. In theory, if the F-Square value is > 0.35 (0.399 > 0.35), it can be interpreted that work ability has a large effect on employee work commitment.
- 3) The effect of work facilities on performance has an F-Square value of 0.177. In theory, if the F-Square value is > 0.15 and < 0.35 (0.15 < 0.177 < 0.35), it can be interpreted that work facilities have a moderate effect on employee performance.
- 4) The effect of work ability on performance has an F-Square value of 0.234. In theory, if the F-Square value is > 0.15 and < 0.35 (0.15 < 0.234 < 0.35), it can be interpreted that work ability has a moderate effect on employee performance.
- 5) The effect of work commitment on performance has an F-Square value of 0.209. In theory, if the F-Square value is > 0.15 and < 0.35 (0.15 < 0.209 < 0.35), it can be interpreted that work commitment has a moderate effect on employee performance.

Hypothesis Testing Results

The hypothesis in this study can be considered accepted if the results align with the Rule of Thumb, where the p-value < 0.05 or the t-statistic > 1.96. The significance value that can be used (one-tailed) is t-value 1.96 (significance level = 5%). The model of the relationship between constructs in this study using the bootstrapping method is shown in the following figure.

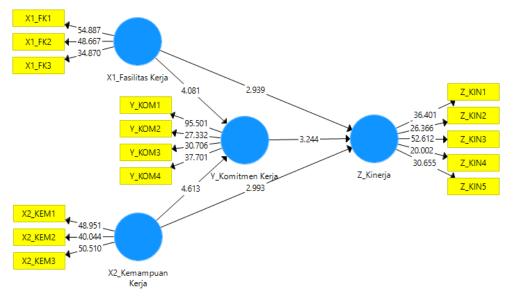


Figure 3. Research Construct Relationship Model Using Bootstrapping Method

After reviewing the model of the relationship between constructs in the study using the bootstrapping method above, the statistical calculations with Bootstrapping in SmartPLS 3.0, both directly and indirectly, are presented in the table as follows:

Hypothesis	Path Coefficient	T-Statistics	P Value	Conclusion
H1 : WF -> WC	0,454	4,081	0,000	Accepted
H2 : WA -> WC	0,499	4,613	0,000	Accepted
H3 : WV -> P	0,294	2,939	0,003	Accepted
H4 : WA -> P	0,347	2,993	0,003	Accepted
H5 : KOM -> P	0,351	3,244	0,001	Accepted
H6 : WF -> WC -> P	0,159	3,008	0,003	Accepted
H7 : WA -> WC -> p	0,175	2,325	0,020	Accepted

 Table 5. Statistical Calculation Results Using Bootstrapping

Description: WF = Work Facilities; WA = Work Ability; WC = Work Commitment; P = Performance. Source: SmartPLS Output 3, 2024.

Discussion

Work Facilities Against Work Commitment

Adequate workplace facilities have a significant impact on employee work commitment. This study interprets that when employees work in an environment that provides adequate facilities, such as comfortable workspaces, proper equipment, fast internet access, and other supportive facilities, they feel more valued and appreciated by the organization. This can increase their sense of attachment and loyalty to the organization, which is part of work commitment.

The findings of this study are in line with research conducted by Ramadona et al. (2021), Kadir & Maulida (2021), Sulaeman et al. (2023), and Dewi (2011), which concluded that workplace facilities have a positive and significant impact on employee work commitment. Furthermore, Sulaeman et al. (2023) in their study also stated that workplace facilities should not only be adequate, but they must function properly so that employees can make full use of these facilities. This will provide a sense of satisfaction and help maintain their commitment to work better.

Workplace facilities play an important role in building and enhancing employee work commitment. Adequate facilities not only support the smooth flow of work but also reflect the organization's concern for the well-being and comfort of its employees. According to Sedarmayanti (2019), good workplace facilities can create a conducive work environment, making employees feel valued and motivated to give their best for the organization. When employees receive adequate facilities, they are more likely to demonstrate higher commitment to their work.

Work Ability Against Work Commitment

Job competency has a significant impact on employees' work commitment. Job competency includes the knowledge, skills, and competencies that employees possess in carrying out their tasks. When employees have adequate competencies, they are more likely to feel confident and capable of performing their job well. This confidence can increase their job satisfaction, which contributes to their commitment to the organization.

The findings of this study align with the research conducted by Januarista (2014), Syamsibar (2022), and Hartawan & Heryati (2021), which concluded that job competency has a positive and significant impact on employees' work commitment. Job competency includes the skills, knowledge, and experience that employees possess to perform their tasks effectively and efficiently. When employees have the necessary and relevant competencies for their jobs, they are more likely to feel confident and capable of facing work challenges (Syamsibar, 2022; Hartawan, 2021; and Januarista, 2014).

Employee competency is one of the main factors that influence work commitment within an organization. Strong work competency, including technical, conceptual, and interpersonal skills, enables employees to complete tasks more effectively and efficiently. When employees possess adequate competencies, they are more likely to feel confident and satisfied with their work, which ultimately increases their commitment to the organization. According to Robbins and Judge (2017), strong work competency not only drives employee performance but also strengthens loyalty and emotional attachment to the company.

Work Facilities on Employee Performance

This study found that work facilities have a positive and significant impact on employee performance because adequate facilities are an important factor supporting daily tasks. Work facilities encompass all physical and technical aspects provided by the organization to help employees complete their work, such as office equipment, technology devices, internet access, comfortable workspaces, and other supporting facilities. When these facilities are available in good condition and meet the needs, employees can work more effectively and efficiently, leading to improved performance.

This study's findings align with research conducted by Amanah et al. (2024) and Ulvitanti et al. (2023), which state that work facilities have a positive and significant impact on employee performance. According to Sedarmayanti (2017), good work facilities create a conducive work environment, allowing employees to work with focus and reduce distractions that could lower productivity. This indicates that providing the right facilities can have a positive and significant impact on employee performance.

Work facilities are one of the key factors that affect employee performance in the workplace. Adequate facilities, such as comfortable workspaces, suitable equipment, and other supporting infrastructure, enable employees to perform their tasks effectively and efficiently. In addition, facilities refer to anything that can ease efforts and smoothen work processes to achieve a goal. Facilities are anything that can facilitate and streamline the implementation of an endeavor, which may include both physical items and financial resources (Riva'I, 2019). Furthermore, in a broader sense, Asri et al. (2019) argue that work facilities are resources provided by the organization to support its operations in achieving the goals set by those in

control. The availability of work facilities will have a positive impact on employees in improving their performance.

Work Ability Towards Employee Performance

Based on the hypothesis testing conducted, it was found that work ability has a positive and significant effect on employee performance, as work ability encompasses aspects of knowledge, skills, and competencies needed to complete tasks effectively. Employees with adequate work ability tend to be more capable of performing their tasks efficiently, producing quality output, and meeting the targets set by the organization.

The results of this study align with the research conducted by Januarista (2014), Fadhil & Ashoer (2020), Rizqina et al. (2017), and Agustin et al. (2022), which concluded that work ability has a positive and significant effect on employee performance. Work ability is one of the main factors that determines employee performance in an organization (Fadhil & Ashoer, 2020; Rizqina et al., 2017; Agustin et al., 2022). Work ability encompasses various aspects such as technical skills, knowledge, experience, as well as the ability to adapt and solve problems. Employees with high work ability tend to be more effective in performing their tasks, producing quality output, and achieving the targets set by the organization.

When employees have relevant skills and knowledge, they can work more efficiently and perform tasks with a low error rate. They are also able to overcome challenges that arise in their work more easily, which allows them to maintain or even improve their performance in the long term. This not only has a positive impact on individual achievements but also on the overall performance of the organization.

Work Commitment Towards Employee Performance

Employee work commitment in this study has a significant impact on employee performance in the Pasar District of Jambi City. This reflects that employees with high work commitment tend to work harder, be more productive, and have the motivation to achieve the organization's goals. This commitment creates a greater sense of responsibility toward their work, which in turn improves the quality and quantity of their output.

The results of this study are consistent with the research conducted by Agustin et al. (2022), Rizqina et al. (2017), Fadhil & Ashoer (2020), Ulvitanti et al. (2023), Amanah et al. (2024), and Januarista (2014), which concluded that work commitment has a positive and significant impact on employee performance. According to Meyer & Allen (1997), high work commitment encourages employees to work harder, reduce absenteeism, and demonstrate behaviors that support the achievement of organizational goals, which in turn improves individual and overall organizational performance.

The research by Salim & Kurniawati (2021) supports this finding by showing that work commitment has a significant positive impact on employee performance. Employees with high commitment tend to be more proactive, take initiative, and are more enthusiastic in completing their tasks. Strong work commitment is also associated with a reduction in negative behaviors such as procrastination and an increase in consistency in work, leading to better results. This indicates that strong work commitment can enhance efficiency and productivity in the workplace.

Work Facilities Through Work Commitment Towards Employee Performance

The results of this study found that work facilities influence employee performance through the enhancement of work commitment. Adequate work facilities play a crucial role in improving employee performance, both directly and through mediating factors such as work commitment. When the available work facilities support employees' comfort and effectiveness in performing their tasks, this not only directly enhances their productivity but also strengthens their commitment to the organization. According to Robbins and Judge (2017), good facilities can increase employee job satisfaction, which in turn encourages them to be more committed to achieving organizational goals. Adequate work facilities create a more productive environment, leading to improved individual and organizational performance.

Work commitment serves as a link between work facilities and employee performance. Good work facilities enhance comfort, facilitate access to information, and provide ease in completing job tasks. When employees feel supported by adequate facilities, they will feel more valued, which in turn increases their level of commitment to the organization. Research by Supriyanto et al. (2020) shows that work facilities have a positive impact on employee work commitment, and this commitment plays a crucial role in driving better performance. Employees with high commitment will work harder, demonstrate greater motivation, and improve their performance.

Moreover, high work commitment motivates employees to contribute more towards achieving organizational goals. Optimal work facilities, such as comfortable workspaces, adequate equipment, and supportive technology, provide employees with the ease to focus on their tasks, thereby increasing productivity and work quality. As stated by Sedarmayanti (2017), when employees feel that their facility needs are met, they become more enthusiastic about their work, which ultimately leads to improved overall performance. Strong commitment also influences consistency and employee engagement in completing tasks more efficiently and effectively.

Work Ability Through Work Commitment Towards Employee Performance

This study also found that work ability influences employee performance through increased work commitment. When employees have sufficient abilities, they are more capable of performing their tasks smoothly and achieving the set goals. However, work ability alone is not enough without the commitment to carry out tasks with dedication and responsibility.

High work ability can directly improve employee performance, but its impact will be more significant when driven by strong work commitment. Work ability includes technical skills, analytical abilities, and interpersonal skills required to complete tasks effectively and efficiently. However, these abilities will be more optimal when accompanied by strong commitment to the work and the organization. According to Meyer and Allen (1997), work commitment is one of the factors that ties employees to organizational goals, making them more focused and determined to achieve optimal performance. In other words, while work ability is important, high commitment will motivate employees to apply their skills with enthusiasm and dedication, contributing to improved performance.

Research by Supriyanto et al. (2020) shows that work ability has a positive impact on employee performance, but work commitment acts as a mediator that strengthens this relationship. Employees who possess high ability but are not supported by strong work commitment tend to be less enthusiastic in their work, which ultimately affects the quality and outcome of their tasks. In contrast, employees who have high ability and strong commitment to the organization are more proactive in making optimal contributions, more focused on assigned tasks, and more initiative-driven to innovate. High work commitment is also related to increased intrinsic motivation, which influences better performance.

CONCLUSION

This study draws several conclusions based on the research findings and discussion outlined earlier, namely:

- 1. Descriptively, the work facilities, work abilities, work commitment, and employee performance in the Pasar District, Kota Jambi are perceived to be good and high.
- 2. There is an influence of work facilities on employee work commitment in the Pasar District, Kota Jambi, with a coefficient value of 0.454, indicating a positive value. This suggests that an increase in work facilities is aligned with an increase in employee

commitment. In other words, if the available work facilities meet the work needs of employees by one unit, it will be followed by an increase in employee work commitment by 0.454.

- 3. There is an influence of work ability on employee work commitment in the Pasar District, Kota Jambi, with a coefficient value of 0.499, indicating a positive value. This suggests that an increase in work ability is aligned with an increase in employee commitment. In other words, if employee work ability increases by one unit, it will be followed by an increase in employee work commitment by 0.499.
- 4. There is an influence of work facilities on employee performance in the Pasar District, Kota Jambi, with a coefficient value of 0.294, indicating a positive value. This suggests that an increase in work facilities is aligned with an increase in employee performance. In other words, if the available work facilities meet employee work needs by one unit, it will be followed by an increase in employee performance by 0.294.
- 5. There is an influence of work ability on employee performance in the Pasar District, Kota Jambi, with a coefficient value of 0.347, indicating a positive value. This suggests that an increase in work ability is aligned with an increase in employee performance. In other words, if an employee's work ability improves by one unit, it will be followed by an increase in employee performance by 0.347.
- 6. There is an influence of work commitment on employee performance in the Pasar District, Kota Jambi, with a coefficient value of 0.352, indicating a positive value. This suggests that an increase in work commitment is aligned with an increase in employee performance. In other words, if an employee's work commitment increases by one unit, it will be followed by an increase in employee performance by 0.352.
- 7. There is an influence of work facilities through work commitment on employee performance in the Pasar District, Kota Jambi, with a coefficient value of 0.159, indicating a positive value. This suggests that an improvement in work facilities through work commitment is aligned with an increase in employee performance. In other words, if the quality of work facilities through work commitment is improved by one unit, it will be followed by an increase in employee performance by 0.159.
- 8. There is an influence of work ability through work commitment on employee performance in the Pasar District, Kota Jambi, with a coefficient value of 0.175, indicating a positive value. This suggests that an improvement in work ability through work commitment is aligned with an increase in employee performance. In other words, if the quality of work ability through work commitment is improved by one unit, it will be followed by an increase in employee performance by 0.175.

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