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The Impact of Work Facilities and Motivation Through Discipline on Employee Performance at the Community and Village Empowerment Service, West Tanjung Jabung Regency

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Abstract: This study aims to analyze the influence of work facilities and motivation through discipline on employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency. The problems raised in this study are the still limited work facilities, varying employee motivation due to the uneven distribution of Additional Employee Income (TPP), and employee discipline that is not fully optimal, thus impacting uneven performance achievements. This study uses a quantitative approach with a survey method. Data were collected by distributing questionnaires to 51 respondents who are employees at the Community and Village Empowerment Service of West Tanjung Jabung Regency. Data analysis was carried out using validity, reliability, regression, and path analysis tests to examine the direct and indirect effects between variables. The results of the study indicate that (1) work facilities have a positive effect on employee discipline and performance; (2) motivation has a positive effect on employee discipline and performance, (3) work discipline has a positive effect on employee performance, and (4) work facilities and motivation have an indirect effect on employee performance through discipline. Thus, improving adequate work facilities, providing fair motivation, and consistently enforcing discipline will have a significant impact on improving employee performance.

Keywords: Work Facilities, Motivation, Discipline, Employee Performance

INTRODUCTION

Modern organizations cannot exist without the presence of quality human resources (HR), because HR is the most important asset that determines the success of achieving organizational goals. Sudarsono (2006) defines HR as a potential workforce that is an integral part of every organization or work unit, so that its role cannot be replaced by other resources. This is emphasized by Sunarcaya (2008), who emphasized that the quality of HR is the basic capital that influences the rise and fall of an organization. Therefore, organizations need to pay proportional attention to HR management, especially in relation to improving employee performance.

Employee performance is one of the main indicators reflecting an organization's success in managing human resources. According to Setiyawan and Waridin (2016), performance can be understood as work results assessed based on the achievement of quantity and quality against predetermined standards. Furthermore, Mathis and Jackson (2011) emphasize that employee performance is influenced by several factors, including motivation, ability, work environment, and job satisfaction. Therefore, organizational management is required to create conditions that facilitate employees' optimal performance.

One important factor influencing performance is work facilities. According to Sedarmayanti (2011), work facilities refer to tools and infrastructure provided by an organization to support the smooth execution of employee duties. Adequate facilities enable employees to work more effectively, efficiently, and safely. Research by Astuti (2022) shows that good work facilities contribute positively to increased employee productivity in government agencies. This finding is supported by Adji and Ridwan (2022), who found that the availability of adequate work facilities increases the satisfaction and work enthusiasm of village employees in Garut Regency.

Besides facilities, work motivation also plays a crucial role in improving performance. Hasibuan (2008) defines motivation as a driving force that drives someone to strive toward a specific goal. Highly motivated employees are more enthusiastic, disciplined, and responsible in their work (Siagian, 2002). Research by Arisanti, Santoso, and Wahyuni (2019) found that work motivation significantly influences employee performance improvement in the service sector. Similar results were also demonstrated by Ali and Maharani (2023), who demonstrated that motivation plays a dominant role in boosting employee productivity in the public sector.

However, work facilities and motivation will not be optimal without work discipline as a reinforcing factor. Rivai (2011) emphasized that discipline is an individual's awareness and willingness to comply with organizational regulations and applicable social norms. Research by Purnasiwi and Alam (2022) demonstrated that discipline can act as a mediating variable, strengthening the relationship between motivation and performance. In other words, good work facilities and high motivation must be accompanied by discipline to produce optimal employee performance.

In the context of the Community and Village Empowerment Office of West Tanjung Jabung Regency, employee performance is a crucial factor because it is directly related to the success of village development and community empowerment programs. Therefore, this study focuses on the influence of work facilities and motivation through discipline on employee performance. The results are expected to provide theoretical contributions to the development of human resource management science, as well as practical contributions for relevant agencies in formulating strategies for continuously improving employee performance.

METHOD

This study used a quantitative approach with a survey method to determine the effect of work facilities and motivation through discipline on employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency. According to Sugiyono (2016), quantitative research uses numerical data and is analyzed using statistical methods to test predetermined hypotheses. The survey method was considered appropriate because it allowed the researcher to obtain a direct understanding of the variables studied by distributing questionnaires to respondents.

The data types used consist of primary and secondary data. Primary data was obtained directly from respondents through a questionnaire compiled on a Likert scale, while secondary data was obtained from documents, agency reports, and literature relevant to this research. According to Sugiyono (2019), primary data is data collected by researchers directly from primary sources, while secondary data is data obtained from other parties in the form of documentation, archives, and literature.

Data collection techniques included observation, interviews, questionnaires, and documentation. Observations involved directly observing the condition of work facilities and employee discipline. Interviews were conducted with several relevant employees to gain in-depth information on motivation and work constraints. Questionnaires were used to measure respondents' perceptions of the research variables, while documentation was used to supplement data from internal reports and agency archives. According to Arikunto (2012), the use of various data collection techniques is intended to increase the validity of the research results.

The population of this study was all 51 employees at the Community and Village Empowerment Service of West Tanjung Jabung Regency, consisting of both civil servants (PNS) and non-PNS. Because the population was less than 100, this study used a census method, namely the entire population was used as the research sample. This is in accordance with the opinion of Sugiyono (2016) who stated that if the population is relatively small, it is better to use all members of the population as research samples to obtain more accurate results.

Data analysis was conducted using path analysis to determine the direct and indirect effects of work facilities and motivation on employee performance through discipline. According to Ghozali (2013), path analysis is used to examine causal relationships between complex variables, both directly and through mediating variables. Furthermore, descriptive analysis was also used to describe the condition of the research variables based on respondents' answers, including the average, minimum, maximum, and standard deviation values (Sugiyono, 2016).

RESULTS AND DISCUSSION

Respondent Characteristics

This study analyzed respondent characteristics to describe the background of the employee sample. The sample consisted of 51 individuals, consisting of civil servants and non-civil servants, with characteristics reviewed including age, gender, job rank, and highest level of education. Understanding this HR profile is crucial for identifying factors that may influence employee work facilities, motivation, discipline, and performance.

Table 1. Respondent Profile

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	29	56,86
2	Woman	22	43,14
Age Group (Years)			
1	20 – 30	10	19,61
2	31 – 40	20	39,22
3	41 – 50	13	25,49
4	> 50	8	15,69
Education			
1	High School	6	11,76
2	Diploma	8	15,69
3	Bachelor's Degree	31	60,78
4	Master's Degree	6	11,76

Source: processed data (2025).

Descriptive Research Variables

Descriptive analysis was applied to map the general picture of research subjects' responses to the variables Work Facilities (X_1), Motivation (X_2), Discipline (Y), and Employee Performance (Z). Through this approach, data trends were identified by analyzing the minimum, maximum, mean, and standard deviation values. The results enabled researchers to understand respondents' perceptions regarding each observed variable.

Table 2. Descriptive Research Variables

No	Variable	Average Score	Total Score	Information
1	Work Facility	203,17	2.438	Good
2	Motivation	197,29	2.762	Good
3	Discipline	214	3.424	Tall
4	Employee Performance	219,92	2.639	Very Good

Hasil Analisis Jalur (*Path Analisis*)

Path analysis is a statistical technique used to evaluate the relationships between variables in a research model, both direct and indirect. This method is an extension of multiple linear regression and is typically applied when researchers want to determine the extent of influence of independent variables on dependent variables, including influences occurring through mediating variables. The path analysis calculation process can be performed using SPSS version 27 software to facilitate data processing and interpretation of results. The results of the path analysis in this study are presented in Figure 1 below.

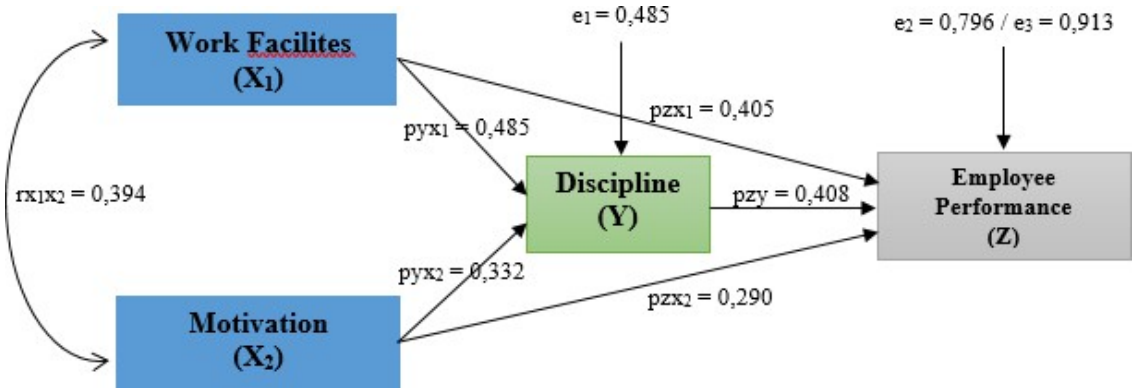


Figure 1. Causality Relationship Path Coefficient Analysis

The path analysis in this study consists of three substructures, each of which addresses each hypothesis. The results of the path analysis for each structure will be described in detail below.

a. Structural Path Analysis 1

Structural path analysis 1 was used in this study to answer the objective of examining the direct and indirect influence of work facilities and motivation on discipline. The results of the structural path analysis 1 are presented in the following table.

Table 1. Summary of the Direct and Indirect Effects of Work Facilities and Motivation on Discipline

Variable	Influence			Sub Total	Total Influence
	Direct	Indirect			
		X_1	X_2		
Work Facilites (X_1)	23,5%		6,3%	6,3%	29,8%
Motivation (X_2)	11%	6,3%		6,3%	17,3%
The magnitude of the influence of X1 and X2 on Y					47,1%
Other Factors Faktor Lainnya					52,9%

Source: Data processed for research purposes, 2025.

1. The direct effect of work facilities (X_1) on discipline (Y) was 23.5%, while the indirect effect mediated by motivation (X_2) was 6.3%. Thus, the total contribution of X_1 to Y was 29.8%. This finding confirms that work facilities play a significant role in encouraging

increased employee discipline, both through direct influence and indirectly by strengthening work motivation.

2. The direct effect of motivation (X2) on discipline (Y) was 11.0%, while the indirect effect through work facilities (X1) reached 6.3%. Thus, the total effect of X2 on Y was 17.3%. These results indicate that employee motivation plays a role in improving discipline, both directly and through the role of work facilities.
3. The total direct and indirect effects of work facilities (X_1) and motivation (X_2) together contributed directly to discipline (Y) by 34.5%, while the indirect effect mediated through certain channels reached 12.6%. Thus, the total combined effect of X_1 and X_2 on Y is 47.1%. This result indicates that both variables play a significant role in improving employee discipline levels, both through direct impacts and indirect mechanisms.

b. Structural Path Analysis 2

The two-way structural path analysis in this study was used to answer the research objectives of the influence of work facilities and motivation directly and indirectly on employee performance. The results of the two-way structural path analysis in this study are presented in the following table.

Tabel 2. Direct and Indirect Effects of Work Facilities and Motivation on Employee Performance

Variable	Influence			Sub Total	Total Influence
	Direct	Indirect			
		X_1	X_2		
Work Facilites (X_1)	56,56%		18,2%	18,2%	74,2%
Motivation (X_2)	6,1%	18,2%		18,2%	24,4%
The magnitude of the influence of X1 and X2 on Y					98,5%
Other Factors Faktor Lainnya					1,5%

Source: Data processed for research purposes, 2025.

1. The direct effect of work facilities (X_1) on employee performance (Z) was 16.4%, while the indirect effect mediated by motivation (X_2) reached 4.6%. Thus, the total contribution of X_1 to employee performance was 21.0%. This finding confirms that work facilities play a significant role in driving improved employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency, both through direct influence and indirectly through increased motivation.
2. The direct effect of motivation (X2) on Employee Performance (Z) was positive at 8.4%, while the indirect effect was positive at 4.6%, resulting in a total effect of 13%. The results of this path analysis revealed that motivation impacts performance in two ways: directly at 8.4% and indirectly through the use of work facilities as a mediator at 4.6%. The total effect was 13.0%, indicating that motivation drives employee performance, both independently and by strengthening the role of work facilities.
3. The total direct and indirect influence of work facilities (X1) and motivation (X2) on Employee Performance (Z) is 34%, where this figure explains that work facilities and motivation contribute to Employee Performance by 34%. Collectively, these two variables are able to explain 34% of employee performance variability, while the remaining 66% is influenced by other factors outside the research model. This finding confirms that work facilities and motivation play a significant role in supporting the improvement of employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency, both through direct influence and through mediation mechanisms.

c. Structural Path Analysis 3

The three-way structural path analysis in this study was used to answer the fourth research objective, namely the influence of discipline on performance variables. The direct influence of government discipline (Y) on the level of government (Z) was 16.6%. Because there was no other mediating path connecting Y and Z, the indirect influence value was 0%. Based on this, it can be concluded that the total contribution of government discipline to employee performance reached 16.6%. This finding indicates that discipline has a significant role in encouraging improved employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency.

d. Structural Path Analysis 4

The fourth structural path analysis in this study was used to answer the research objectives of the influence of work facilities and motivation through discipline on performance, showing that the direct influence through discipline was 11.91%, while the indirect influence through the correlation between X1 and X2 was 4.55%. Thus, the total combined influence of X1 and X2 through discipline on employee performance was 16.5%. These results confirm that discipline plays an important role as a mediator that strengthens the contribution of work facilities and motivation in improving employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency.

Hypothesis Testing Results

The results of data analysis from the three structural models are summarized in the following table.

Table 3. SPSS Output of Three Sub Structures.

Hypothesis	t	F	Sig.	Decision
X1,X2 – Y	-	24,986	0,000	Accepted
X1 – Y	4,131	-	0,000	Accepted
X2 – Y	2,822	-	0,007	Accepted
X1,X2 – Z	-	13,850	0,000	Accepted
X1 – Z	3,180	-	0,004	Accepted
X2 – Z	2,180	-	0,034	Accepted
Y – Z	3,125	-	0,003	Accepted

Source: Data processed from SPSS 22.0 for Windows output

In theory, the hypothesis is simultaneously carried out through the F test (simultaneous) with the decision-making criteria if the calculated F value obtained > F table, then the hypothesis is accepted, which means there is an influence of the independent variables observed together on the dependent variable. Or it can also be seen from the significance value. If Sig < 0.05 (5%), then the hypothesis is accepted, conversely if Sig > 0.05 (5%), then the hypothesis is rejected, which means there is no influence of the independent variables observed together on the dependent variable (Ghozali, 2017).

Meanwhile, partial testing is carried out through a t-test (partial) with the decision-making criteria if the calculated t value obtained is > ttable, then the hypothesis is accepted, which means there is an influence of the independent variable observed partially on the dependent variable. Or it can also be seen from its significance value. If Sig < 0.05 (5%), then the hypothesis is accepted, conversely if Sig > 0.05 (5%), then the hypothesis is rejected, which means there is no influence of the independent variable observed partially on the dependent variable (Ghozali, 2017).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 3 above, it shows that all independent variables influencing the dependent variable have Sig. values < 0.05. Based on these results, it can be concluded that all hypotheses are

accepted. This means that there is a significant influence of work facilities and motivation on employee performance, both directly and indirectly through discipline.

Discussion

The results of the study indicate that work facilities have a positive effect on employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency. This finding supports Moenir's (2010) theory, which states that work facilities are all forms of facilities and infrastructure that facilitate the process of carrying out tasks, thereby directly contributing to increased productivity. Previous research by Astuti (2022) also showed that the availability of adequate work facilities increases employee effectiveness and satisfaction in the public sector. Therefore, the results of this study demonstrate that improving the quality of work facilities is a crucial step in supporting employee performance.

In addition to work facilities, motivation has also been shown to significantly influence employee performance. Motivation, demonstrated through the provision of Employee Income Supplements (TPP), is a key motivator for employees to work enthusiastically. This aligns with Hasibuan's (2008) opinion that motivation is the driving force that drives individuals to strive to achieve organizational goals. Similar research conducted by Arisanti, Santoso, and Wahyuni (2019), found that work motivation positively influences employee performance in the service sector. These findings indicate that providing fair and consistent financial incentives can increase employee responsibility and dedication in carrying out their duties.

Furthermore, this study also confirms that work discipline acts as a mediating variable, strengthening the influence of work facilities and motivation on employee performance. Employees who are disciplined in adhering to time regulations, procedures, and work ethics have been shown to perform better than those who are less disciplined. This aligns with Rivai's (2011) view that discipline refers to an individual's willingness to comply with organizational regulations, which directly impacts the achievement of organizational goals. Research by Purnasiwi and Alam (2022) also shows that discipline can be a connecting factor that strengthens the influence of motivation on employee performance. Thus, discipline is not only an individual factor but also an organizational instrument for creating a productive work culture.

The findings of this study indicate that employee performance at the PMD Service is not yet optimal, despite year-on-year improvements. Limited facilities, varying motivations, and uneven levels of discipline are obstacles that require serious attention. This aligns with Sedarmayanti's (2017) opinion that performance is influenced by various factors, including motivation, discipline, facilities, and leadership. Therefore, improving employee performance requires a holistic approach by improving work facilities, providing fair incentives, and consistently enforcing discipline.

Practically, the results of this study can be used as a basis for the management of the Community and Village Empowerment Office of West Tanjung Jabung Regency to formulate policies to improve employee performance. Possible measures include improving work facilities as needed, ensuring more transparent distribution of TPP (Regional Employment Allowance), and strengthening a culture of discipline through supervision and coaching. This is expected to enable employees to provide more effective public services and support the achievement of sustainable village development.

CONCLUSION

Based on the analysis and discussion, it can be concluded that work facilities, motivation, and work discipline have a significant influence on employee performance at the Community and Village Empowerment Office of West Tanjung Jabung Regency. The availability of adequate work facilities has been proven to increase employee work effectiveness because they can complete tasks more easily and efficiently. Motivation reflected through the provision of Additional Employee Income (TPP) is also an important factor that encourages employee

enthusiasm, a sense of responsibility, and loyalty to the agency. Furthermore, work discipline acts as a mediating variable that strengthens the relationship between work facilities and motivation on employee performance. This means that good facilities and motivation will be more effective if accompanied by employee discipline in carrying out tasks according to applicable regulations. Thus, improving employee performance in this agency requires synergy between improving work facilities, providing fair motivation, and consistently enforcing work discipline.

Although this study has provided an empirical overview of the influence of work facilities and motivation through discipline on employee performance, there are several limitations that need to be considered. First, this study was only conducted at one agency, namely the Community and Village Empowerment Office of West Tanjung Jabung Regency, so the results cannot necessarily be generalized to other agencies with different characteristics. Second, the sample size was relatively small, namely only 51 employees, so the scope of the analysis is still limited. Third, the variables studied only included work facilities, motivation, and discipline, whereas employee performance can also be influenced by other factors such as leadership, organizational culture, and job satisfaction that were not included in this study. Fourth, the use of a questionnaire as the main instrument has the potential to introduce subjective bias in respondents' responses. Therefore, further research is expected to expand the research object, increase the number of samples, and integrate other relevant variables to produce more comprehensive findings.

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