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The Influence of Discipline and Work Facilities on Employee Performance with Motivation as an Intervening Variable at the Danau Teluk District Office, Jambi City

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Abstract: The purpose of this study is to describe discipline, work facilities, motivation and employee performance in Danau Teluk District, Jambi City and to analyze the influence of discipline and work facilities partially and simultaneously directly and indirectly on employee motivation and performance, as well as to analyze motivation on employee performance. To answer the research objectives, this study is supported by theoretical studies related to the research variables, namely discipline, work facilities, motivation and employee performance. In addition, the author also looked for relevant previous research in the form of articles/journals and previous theses to support this research. The population in this study were 60 employees of Danau Teluk District, Jambi City with conditions in 2025 and sampling using total sampling where the entire population was used as a sample of this study. The data analysis technique used in this study was through path analysis followed by hypothesis testing through the F test (Simultaneous) and t test (Partial). From the path analysis test conducted, it was found that discipline and work facilities influenced motivation by 75% while the rest was influenced by other variants. Discipline and work facilities have a 68.5% influence on employee performance, and in the final structure, motivation has a 65.2% influence on employee performance, with the remainder influenced by variables outside of this study. This study concludes that discipline, work facilities, motivation, and employee performance are in a fairly satisfactory and high condition. In addition, discipline and work facilities partially and simultaneously have a positive and significant influence on employee motivation and performance in the Danau Teluk District, Jambi City. Likewise, motivation has a positive and significant influence on employee performance.

Keyword: Discipline, Work Facilities, Motivation, Employee Performance.

INTRODUCTION

Human resource management (HRM) is a strategic element in an organization because it plays a direct role in managing and optimizing human potential to achieve organizational goals effectively and efficiently. HRM is not only understood as an administrative function, but as a

systematic approach in managing employee behavior, competence, and performance to align with the organization's vision (Hasibuan, 2014; Sutrisno, 2012). In the context of public organizations, the success of providing services to the public is largely determined by the quality of the human resources they have, because employees are the main actors in realizing accountability and effectiveness of government performance (Mangkunegara, 2013).

Employee performance is a crucial indicator in assessing the success of public sector organizations, as it reflects the level of employee achievement in accordance with their responsibilities and authority. Optimal performance is not solely determined by individual capabilities but is also influenced by various organizational factors, such as human resource management systems, the work environment, and internal policies that support productivity (Afandi, 2018; Gomes, 2012). Therefore, improving employee performance is an urgent need for government agencies to be able to provide quality and sustainable public services.

One of the factors that plays a crucial role in improving employee performance is work discipline. Discipline reflects employees' awareness and willingness to comply with applicable regulations and norms within the organization, thereby creating order and certainty in carrying out tasks (Hasibuan, 2014; Sutrisno, 2012). Low levels of discipline, such as absenteeism, tardiness, or misuse of work hours, have the potential to reduce productivity and hinder the achievement of organizational goals. Therefore, work discipline is not only a matter of compliance, but also an important foundation for developing effective employee performance.

In addition to discipline, the availability of adequate work facilities is also a crucial factor in supporting employee performance. Work facilities include the means and infrastructure used by employees to support the implementation of their duties, including work tools, office equipment, and other supporting facilities (Moenir, 2014; Robbins, 2012). Inadequate work facilities can hinder work flow, reduce work comfort, and ultimately impact employee performance. Conversely, adequate facilities can create a conducive work environment and encourage employees to work more effectively and efficiently (Husnan & Pudjiastuti, 2012).

In addition to discipline and work facilities, work motivation also plays a crucial role as a psychological factor that drives employees to achieve optimal performance. Motivation is an internal condition that drives and directs individual behavior toward achieving specific goals (Steers, 2008). Highly motivated employees tend to demonstrate greater enthusiasm, commitment, and responsibility for their work. Several previous studies have shown that work motivation significantly influences employee performance, both directly and as an intervening variable in the relationship between organizational factors and performance (Sutrisno, 2012; Rahman, 2013).

In the context of the Danau Teluk District Office in Jambi City, employee performance issues remain a significant issue requiring serious attention. Internal data indicates fluctuations in employee numbers, a tendency for indiscipline to increase over time, limited work facilities, and unequal benefits, all of which can potentially impact employee motivation. These conditions indicate that employee performance is not influenced by a single factor, but rather by a complex interaction between work discipline, work facilities, and employee motivation.

Based on the above description, this study is important and relevant to empirically examine the influence of discipline and work facilities on employee performance with motivation as an intervening variable at the Danau Teluk District Office, Jambi City. This study is expected to provide a more comprehensive understanding of the factors that influence employee performance, as well as serve as a basis for formulating more effective human resource management policies within the local government environment.

METHOD

This study uses a quantitative approach with an explanatory research method, which aims to explain causal relationships between variables through empirical hypothesis testing. The

quantitative approach was chosen because this study focuses on objectively measuring variables and examining the influence of work discipline and work facilities on employee performance, with motivation as an intervening variable (Sugiyono, 2019). The explanatory method is considered appropriate because it can systematically explain both direct and indirect relationships between the variables studied.

This research was conducted at the Danau Teluk District Office, Jambi City, with the research subjects being employees working at the agency. The population in this study was all 60 employees of the Danau Teluk District Office, Jambi City, consisting of State Civil Apparatus (ASN), Government Employees with Work Agreements (PPPK), and contract employees. Given the relatively small population, the sampling technique used was saturated sampling (census), where all members of the population were used as research respondents (Sugiyono, 2019).

Prior to analysis, the research instruments were tested for validity and reliability to ensure that each indicator accurately and consistently measured the variables. Validity was assessed by examining the correlation between questionnaire items and the total score, while reliability was assessed using a Cronbach's Alpha coefficient, with a minimum value of 0.70 as the instrument's threshold for suitability (Ghozali, 2018). Valid and reliable instruments are essential prerequisites in quantitative research to ensure trustworthy analysis results.

The data analysis in this study used path analysis with the aid of statistical software. Path analysis is used to examine the direct and indirect effects between independent variables on the dependent variable through intervening variables (Ghozali, 2018). Descriptive statistical tests were also conducted to describe the characteristics of the respondents and the conditions of each research variable. Hypothesis testing was conducted by examining the significance value at the 95% confidence level ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Respondent Characteristics

The respondents in this study were 60 employees in the Danau Teluk District, Jambi City. Based on the questionnaire distribution, the respondents' characteristics were obtained, which served as one of the considerations for interpreting the research data. The characteristics of the respondents in this study will be presented in the following table:

Table 1. Respondent Characteristics

No	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Man	28	46,67
2	Woman	32	53,33
Education			
1	High School	13	21,67
2	Diploma	7	11,67
3	Bachelor's Degree	27	45
4	Master's Degree	13	21,67

Source: Primary Data Processing (2025)

Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of each of the variables studied: work discipline, work facilities, work motivation, and employee performance. This analysis is important for understanding the tendencies of respondents' responses and the actual conditions of the research variables before testing the causal relationships between them. Through descriptive analysis, researchers can identify the level of achievement of each variable based on the indicators used in the research instrument. This information serves as an important basis for interpreting the results of the inferential

analysis and discussing the relationship between work discipline, work facilities, work motivation, and employee performance in the following section. Further information describing the research variables is presented in the following table.

Table 2. Description of Research Variables

No	Variable	Item	Score	Information
1	Discipline	13	2.791	Very High
2	Work Facilities	12	2.305	Very High
3	Motivation	14	2.685	High Enough
4	Employee Performance	16	3.189	High Enough

Source: Questionnaire Processing Results (2025)

Path Analysis Results

Path analysis is used to determine the extent of the direct and indirect relationship and influence between independent (exogenous) variables and dependent (endogenous) variables. Path analysis is an extension of the regression equation. The path analysis model is based on a robust theoretically sound quality relationship. This development aims to establish the causality to be tested and expressed in equation form before conducting the path analysis. The model is designed based on concepts and theory. The results of the path analysis in this study are presented in Figure 1 below.

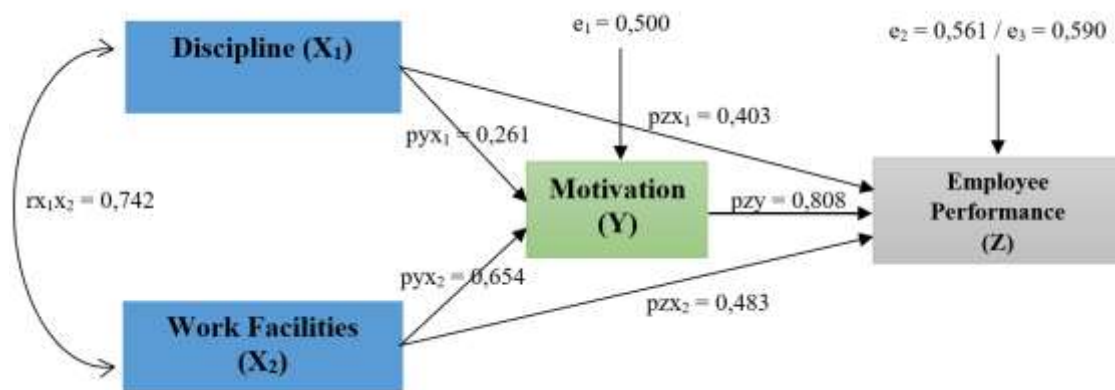


Figure 1. Causal Relationship of Path Coefficient Analysis Between Discipline and Work Facilities Variables Through Motivation on Performance

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

Table 3. Direct and Indirect Effects of Discipline and Work Facilities on Motivation

Variable	Influence		Sub Total	Total Influence
	Direct	Indirect		
		X ₁		
		X ₂		
Discipline (X ₁)	6,81%	12,67%	12,67%	19,48%
Work Facilites (X ₂)	42,77%	12,67%	12,67%	55,44%
The magnitude of the influence of X₁ and X₂ on Y				74,92%
Other Factors				25,08%

Source: Data processed for research purposes (2025).

- The direct influence of Discipline (X_1) on Motivation (Y) is 6.81%, the indirect influence is 12.67%, and the total influence is 19.48%. So it can be concluded that Discipline (X_1) has a positive influence on Motivation (Y) of employees in Danau Teluk District, Jambi City by 19.48%. This explains that the higher the Discipline of the organization, the better the employees will be in carrying out their work, conversely, if Discipline is low, employee Motivation will decrease along with what the employees do.
- The direct influence of Work Facilities (X_2) on Motivation (Y) is 42.77%, the indirect influence is 12.67%, and the total influence is 55.44%. So it can be concluded that Work Facilities (X_2) has a positive influence on Motivation (Y) of employees in Danau Teluk District, Jambi City by 55.44%. This explains that the higher the Work Facilities owned by the organization, the better the employees will be in carrying out their work, conversely, if the Work Facilities are low, employee Motivation will decrease along with what the employees do.
- The total direct and indirect influence of Discipline (X_1) and Work Facilities (X_2) on Motivation (Y) is 74.92%, where this figure explains that discipline and work facilities contribute to Motivation by 74.92%. While the remaining 25.08% is influenced by other factors not included in this structural model.

b. Structural Path Analysis 2

The two-way structural path analysis in this study was used to answer the third research objective, namely the direct and indirect influence of Discipline and Work Facilities on the Performance variable (Z). The results of the two-way structural path analysis in this study are presented in the following table.

Table 4. Direct and Indirect Effects of Discipline and Work Facilities on Employee Performance

Variable	Influence		Sub-Total	Total Influence
	Direct	Indirect		
		X_1		
Discipline (X_1)	16,24%	14,46%	14,46%	30,7%
Work Facilites (X_2)	23,33%	14,46%	14,46%	37,79%
The magnitude of the influence of X1 and X2 on Z				68,49%
Other Factors				31,51%

Source: Data processed for research purposes (2025).

- The direct influence of Discipline (X_1) on Employee Performance (Z) is 16.24%, the indirect influence is 14.46%, and the total influence is 30.70%. So it can be concluded that Discipline (X_1) has a positive influence on Employee Performance (Z) in Danau Teluk District, Jambi City by 30.70%. This explains that the higher the Discipline an organization has, the higher the Employee Performance will be in carrying out their work, conversely, if Discipline is low, Employee Performance will decrease along with what is done.
- The direct influence of Work Facilities (X_2) on Employee Performance (Z) is 23.33%, the indirect influence is 14.46%, and the total influence is 37.79%. So it can be concluded that Work Facilities (X_2) has a positive influence on Employee Performance (Z) in Danau Teluk District, Jambi City by 37.79%. This explains that the higher the Work Facilities owned by the organization, the higher the Employee Performance will be in carrying out their work, conversely, if the Work Facilities are low, Employee Performance will decrease along with what is done.
- The total direct and indirect influence of Discipline (X_1) and Work Facilities (X_2) on Employee Performance (Z) is 68.59%, where this figure explains that discipline and

work facilities contribute to employee performance by 68.49%. While the remaining 31.51% is influenced by other factors not included in this structural model.

c. Structural Path Analysis 3

The three structural path analysis in this study was used to answer the fourth research objective, namely the influence of Motivation on Performance variables.

- The direct influence of Motivation (Y) on Employee Performance (Z) is 65.27%, this shows that Motivation directly influences Employee Performance. This explains that if employees have high Motivation in carrying out their main tasks and functions, then the employee will be able to provide high Employee Performance to the organization.

d. Structural Path Analysis 4

The fourth structural path analysis in this study was used to answer the fifth research objective, namely the influence of discipline and work facilities through motivation on performance.

- Discipline through Motivation has a direct influence of 8.50% on Employee Performance and an indirect influence of 15.60%. The total influence is 24.30%, indicating that Discipline through Motivation contributes to Employee Performance in Danau Teluk District, Jambi City.
- Work Facilities on Employee Performance through Motivation have a direct influence of 25.52%, and an indirect influence of 7.56% and the total influence is 33.08% where this figure explains that Work Facilities through Motivation contribute to Employee Performance in Danau Teluk District, Jambi City.
- The total influence of Discipline and Work Facilities through Motivation on Employee Performance is 57.38%, while the remaining 42.62% is influenced by other factors that are not included in the four structural models in this study.

Hypothesis Testing Results

Based on the results of data analysis from the three analysis structures carried out, they are summarized in the following table.

Table 5. SPSS Output of Three Sub Structures

Hypothesis	t	F	Sig.	Decision
X1,X2 – Y	-	85,524	0,000	Accepted
X1 – Y	2,646	-	0,011	Accepted
X2 – Y	6,628	-	0,000	Accepted
X1,X2 – Z	-	62,117	0.000	Accepted
X1 – Z	3,642	-	0.001	Accepted
X2 – Z	4,364	-	0.000	Accepted
Y – Z	10,432	-	0.000	Accepted

Source: Data processed from SPSS 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, 2018).

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 $\text{Sig} < 0.05$ (5%), then the hypothesis is accepted, conversely if $\text{Sig} > 0.05$ (5%), then the hypothesis is rejected, which means there is no influence of the independent variable observed partially on the dependent variable (Ghozali, 2018).

Based on the results of the hypothesis testing conducted on the three structures as shown in Table 3 above, it appears that all independent variables' influence on the dependent variable has a Sig value $< 5\%$ (0.05). Based on these results, it can be concluded that all hypotheses are accepted. This means that there is a significant influence of discipline and work facilities on employee performance, both directly and indirectly through motivation.

Discussion

The results of the study indicate that work discipline has a positive and significant effect on employee performance at the Danau Teluk District Office in Jambi City. This finding indicates that the higher the level of employee compliance with time regulations, work procedures, and assigned responsibilities, the better the resulting performance. Work discipline creates order and certainty in carrying out tasks, so that employees are able to work more focused, efficiently, and in accordance with the targets set by the organization (Hasibuan, 2014; Sutrisno, 2012). This condition is in line with the characteristics of public organizations that demand compliance with regulations as the main basis for providing services to the public.

These findings support previous research that stated that work discipline is a crucial factor in improving employee performance. Research conducted by Munawaroh (2018), Zatnika and Ilmaniati (2018), and Hapsara (2021) found that work discipline has a positive and significant impact on performance. Therefore, these research findings strengthen the argument that consistent and fair implementation of discipline can be an effective managerial tool in improving the performance of government officials.

In addition to work discipline, research also shows that work facilities have a positive and significant impact on employee performance. The availability of adequate work facilities and infrastructure, such as workspaces, office equipment, and other supporting facilities, can help employees complete their tasks more effectively and efficiently. Good work facilities not only simplify the work process but also create comfort and a sense of security for employees, which ultimately impacts performance improvement (Moenir, 2014; Robbins, 2012).

These results align with the theory that work facilities are a form of organizational support for employees in carrying out daily work activities. When an organization provides adequate facilities, employees will feel cared for and supported, thus being motivated to deliver their best performance (Husnan & Pudjiastuti, 2012). These findings also align with previous research conducted by Munawirsyah (2017), Bukit (2021), and Zatnika and Ilmaniati (2018), which concluded that work facilities have a positive and significant impact on employee performance.

Further research shows that work discipline has a positive and significant impact on employee motivation. Discipline that is consistently and fairly applied can foster good work habits and increase employee awareness of their responsibilities. When employees understand that compliance with regulations is part of professionalism, their internal motivation to perform better will increase (Sutrisno, 2012; Hasibuan, 2014).

This finding aligns with the view that work discipline serves not only as a control tool but also as a development tool that can foster employee work motivation. Research conducted by Munawaroh (2018) and Zatnika and Ilmaniati (2018) shows that work discipline has a positive influence on work motivation. Therefore, the proper implementation of discipline can trigger higher work motivation in public organizations.

In addition to discipline, work facilities have also been shown to have a positive and significant impact on employee motivation. The availability of adequate work facilities provides a sense of comfort and security for employees in carrying out their duties. A supportive work environment will increase employee morale and enthusiasm for work, thereby maintaining and enhancing work motivation (Mangkunegara, 2013; Robbins, 2012).

These results support the theory that work facilities are a form of indirect motivation provided by organizations to employees. Good facilities reflect the organization's concern for employee well-being, thus encouraging employees to reciprocate with better performance (Hasibuan, 2014). This finding is consistent with research by Bukit (2021) and Munawirsyah (2017), which found that work facilities significantly influence work motivation.

Furthermore, research results show that work motivation has a positive and significant impact on employee performance. Highly motivated employees tend to demonstrate greater work ethic, responsibility, and commitment in carrying out their duties. Motivation acts as an internal driver that directs employee behavior toward achieving optimal work results (Steers, 2008; Mangkunegara, 2014).

This finding aligns with motivation theory, which states that motivated individuals will exert maximum effort to achieve organizational goals. Previous research by Rahman (2013) and Sutrisno (2012) also showed that work motivation significantly influences employee performance. Therefore, increasing work motivation is a crucial strategy for improving government employee performance.

The path analysis results indicate that work motivation acts as an intervening variable in the relationship between work discipline and work facilities on employee performance. This means that work discipline and work facilities not only directly influence performance but also indirectly through increased employee work motivation. This finding suggests that work motivation is a psychological mechanism that bridges the influence of organizational factors on employee performance (Ghozali, 2018).

Thus, efforts to improve employee performance at the Danau Teluk District Office in Jambi City are not sufficient simply by improving discipline and work facilities structurally; they also need to be balanced with strategies to increase work motivation. A comprehensive and integrated approach, combining structural and psychological aspects, is expected to produce optimal and sustainable employee performance.

CONCLUSION

Based on the results and discussions that have been carried out, the following conclusions can be drawn.

1. Based on the discussion above, the description of the level of Discipline (X_1), Work Facilities (X_2), Motivation (Y), Employee Performance is as follows:
 - a. Discipline (X_1) of employees in Danau Teluk District, Jambi City falls into the "Quite High" category, with a total score of 2,791 for the Discipline (X_1) variable.
 - b. Work Facilities (X_2) in Danau Teluk District, Jambi City falls into the "Quite High" category, with a total score of 2,305 for the Work Facilities (X_2) variable.
 - c. Employee motivation (Y) in Danau Teluk District, Jambi City falls into the "Quite Satisfied" category, with a total score of 2,685 for the Motivation (Y) variable.
 - d. Employee Performance (Z) in Danau Teluk District, Jambi City falls into the "Quite High" category, with a total score of 3,189 for the Employee Performance (Z) variable.
2. The direct influence of Discipline (X_1) on Motivation (Y) is 6.81%, the indirect influence is 12.67%, and the total influence is 19.48%. Meanwhile, the direct influence of Work Facilities (X_2) on Motivation (Y) is 42.77%, the indirect influence is 12.67%, and the total

- influence is 55.44%. So, the total influence of Discipline (X_1) and Work Facilities (X_2) on Motivation (Y) is 74.92%.
3. The direct influence of Discipline (X_1) on Employee Performance (Z) is 16.24%, the indirect influence is 14.46%, and the total influence is 30.70%. Meanwhile, the direct influence of Work Facilities (X_2) on Employee Performance (Z) is 23.33%, the indirect influence is 14.46%, and the total influence is 37.79%. So, in total, the influence of Discipline (X_1) and Work Facilities (X_2) on Employee Performance (Z) is 68.49%.
 4. Motivation (Y) has a positive and significant influence of 65.27% on Employee Performance (Z) in Danau Teluk District, Jambi City.
 5. The direct influence of Discipline (X_1) and Work Facilities (X_2) together through Motivation (Y) on Employee Performance (Z) is 34.02%, the indirect influence is 23.36% and the total influence is 57.38%. This figure explains that the influence of Discipline (X_1) and Work Facilities (X_2) together through Motivation (Y) contributes to Employee Performance (Z) in Danau Teluk District, Jambi City.

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