



DOI: <https://doi.org/10.38035/dijms.v8i1>
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The Effect of Work Facilities and Career Development on Employee Performance Through Work Motivation in Muara Sabak Timur District, Tanjung Jabung Timur Regency

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Abstract: This study aims to analyze the influence of work facilities and career development on employee performance through work motivation as a mediating variable in Muara Sabak Timur District, Tanjung Jabung Timur Regency. This study used a quantitative approach with a survey method. The study population consisted of 62 employees, and the entire population was sampled using a saturated sampling technique (census). Data collection was conducted through questionnaires using a Likert scale. Data analysis was performed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with the assistance of SmartPLS software. The results indicate that work facilities and career development have a positive and significant effect on work motivation. Furthermore, work facilities, career development, and work motivation also have a positive and significant effect on employee performance. Testing for indirect effects indicates that work motivation mediates the relationship between work facilities and career development on employee performance. The findings of this study indicate that the provision of adequate work facilities and the implementation of a fair and transparent career development system can increase employee work motivation, which ultimately impacts employee performance in Muara Sabak Timur District, Tanjung Jabung Timur Regency.

Keyword: Work Facilities, Career Development, Work Motivation, Employee Performance, Public Sector.

INTRODUCTION

Improving the quality of government administration is a key agenda item in bureaucratic reform in Indonesia. The success of bureaucratic reform is measured not only by improving regulations and governance, but also by the ability of human resources as civil servants to provide professional, effective, efficient, transparent, and accountable public services. Zahari et al. (2022) state that human resources are a strategic factor that must be managed through competency development, capability enhancement, and work behavior formation to create an organizational competitive advantage. Therefore, employee performance is one of the main

indicators of the success of public sector organizations in achieving development goals and meeting public expectations for quality public services.

Employee performance is the work results achieved by an individual, both in terms of quality and quantity, in accordance with the tasks and responsibilities assigned by the organization. According to Robbins and Judge (2023), performance is influenced by individual abilities, motivation, and opportunities provided by the organization. Armstrong (2022) also explains that performance is the result of the interaction between competency, motivation, leadership, the work environment, and organizational systems that support work execution. Thus, improving employee performance depends not only on individual abilities but is also influenced by various organizational policies that create a conducive work environment.

In public sector organizations, sub-districts are regional units that spearhead the delivery of government services to the public. Sub-districts are responsible for administering government administration, coordinating development, providing population administration services, community development, and various other forms of public service. Carrying out these duties requires employees to possess high levels of competence, integrity, discipline, and work motivation to provide optimal service. If employee performance is suboptimal, the quality of public services will decline, resulting in low public satisfaction with government services.

One factor contributing to improved employee performance is the availability of adequate work facilities. According to Sedarmayanti (2023), work facilities are the tools and infrastructure provided by an organization to support the smooth execution of work, enabling employees to work effectively and efficiently. Adequate work facilities will create a comfortable work environment, expedite task completion, reduce errors, and increase employee productivity. Conversely, limited work facilities can hinder work performance and reduce the quality of service to the public.

In addition to work facilities, career development is also a crucial aspect of human resource management. Noe (2020) states that career development is a continuous process designed by organizations to improve employee competency, experience, and readiness to face greater responsibilities at the next career level. Armstrong (2022) adds that a fair and competency-based career development system can increase employee commitment, loyalty, and motivation, thus impacting organizational performance.

Work motivation is a psychological factor that explains why employees are willing to exert their best abilities in carrying out their work. Robbins and Judge (2023) explain that motivation is a process that determines an individual's intensity, direction, and persistence in achieving goals. Meanwhile, Mangkunegara (2021) stated that work motivation is a drive that arises from within or outside a person that drives them to work optimally to achieve organizational goals. Highly motivated employees tend to demonstrate better discipline, responsibility, creativity, and commitment than those with low motivation.

The relationship between career development, work motivation, and performance has been demonstrated in various studies. Research by Ariati et al. (2023) shows that career development and work motivation have a positive effect on employee performance, so organizations need to provide clear and sustainable career development opportunities. Research by Widi and Kusuma (2024) also found that career development, work motivation, and the work environment have a positive and significant effect on employee performance, both partially and simultaneously.

Other research findings indicate that work motivation plays a significant role as a mediating variable. Research by Sari and Kasmir (2025) demonstrated that career development and the work environment do not always have a direct impact on employee performance, but they can increase work motivation, which in turn impacts performance improvement. Similarly, research by Handayani et al. (2025) showed that work motivation can mediate the influence of career development on employee performance, thus organizations need to establish a career development system that can enhance employee work motivation.

However, previous research still shows differences in findings regarding the direct and indirect effects of work facilities and career development on employee performance. Some studies found that work facilities directly improve performance, while others showed that this influence is strengthened through work motivation as a mediating variable. These differing results indicate a research gap, particularly in sub-district-level public sector organizations, which have different service characteristics, organizational structures, and work cultures than business organizations and other government agencies.

Based on these conditions, research on the effect of work facilities and career development on employee performance through work motivation in Muara Sabak Timur District, Tanjung Jabung Timur Regency is crucial. This research is expected to provide empirical evidence regarding the mechanisms for improving employee performance through the provision of adequate work facilities, an objective career development system, and increased work motivation. In addition to contributing to the development of public sector human resource management theory, the results are also expected to provide input for the Tanjung Jabung Timur Regency Government in formulating more effective civil service management policies.

METHOD

This research was conducted on employees in the Muara Sabak Timur District, Tanjung Jabung Timur Regency, Jambi Province. The data used in this study were secondary and primary. According to Sugiyono in Sudirman et al. (2020), primary data is data collected directly by the researcher from primary sources, while secondary data is documentation, published data, or data used by the organization. The variables used in this study consisted of two independent (exogenous) variables: work facilities (X_1) and career development (X_2), one mediating variable: work motivation (Y), and one dependent (endogenous) variable: employee performance (Z).

The population in this study was all 62 employees of Bank Jambi's Main Branch Office. Given the relatively small population, the sampling technique used was census sampling, where all members of the population were included in the study. Therefore, the sample size for this study was 62 respondents. Data collection was conducted through questionnaires, documentation, and literature review. The questionnaire was constructed using a five-level Likert scale.

Data analysis in this study used Partial Least Squares (PLS) with the assistance of SmartPLS software. The PLS method was chosen because it is capable of analyzing complex relationships between latent variables, testing mediation models, and is suitable for use in research with relatively small sample sizes and does not require strict normal data distribution (Hair et al., 2022; and Ghazali, 2021). Hypothesis testing was conducted using a bootstrapping procedure with a 5% significance level. The hypothesis is accepted if the t-statistic is greater than 1.96 and the p-value is less than 0.05. This study also examined the influence of indirect effects to determine the role of mediating variables.

RESULTS AND DISCUSSION

Description of Research Variables

The descriptive analysis in this study aims to provide a general overview of respondents' perceptions of the variables of work facilities, career development, work motivation, and employee performance. Data were obtained from 62 respondents completing a questionnaire using a five-point Likert scale. This analysis was conducted by examining the scores of respondents' answers for each research variable. The total scores are shown in the following table:

Table 1. Respondent Scores per Variable

Variables	Item	Total Score	Scale Range	Category
Work Facilities	12	2994	2529,6 – 3124,7	Good
Career Development	12	3015	2529,6 – 3124,7	Good
Work Motivation	14	3511	2951,2 – 3645,5	High
Employee Performance	14	3490	2951,2 – 3645,5	High

Source: Primary data, processed (2026)

The results of this study indicate that each employee has a positive perception of the variables of work facilities, career development, work motivation, and employee performance. The total score for each variable is categorized as good or high.

Outer Model Testing Results

The outer model (measurement model) testing aims to assess the extent to which the indicators used in the study are able to measure the latent constructs validly and reliably. In this study, the analysis was conducted using SmartPLS to test convergent validity, discriminant validity, and construct reliability. According to Hair et al. (2022), a construct is considered good if it meets the criteria of convergent validity, discriminant validity, and composite reliability.

1. Convergent Validity Test

Convergent validity indicates the extent to which indicators within a construct have a high correlation. The measures used are the outer loading value and the Average Variance Extracted (AVE).

a. Outer Loading Value

A high outer loading value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. Hair et al. (2022) stated that the criterion for eligibility is that an indicator is declared valid if the outer loading value is >0.70 .

The loading factor is a crucial element in evaluating a measurement model. A high loading factor value indicates that the indicator effectively measures the latent construct, while a lower value indicates potential problems in the model. The proper use and interpretation of loading factors helps ensure the validity and reliability of the measurement instrument or model being developed.

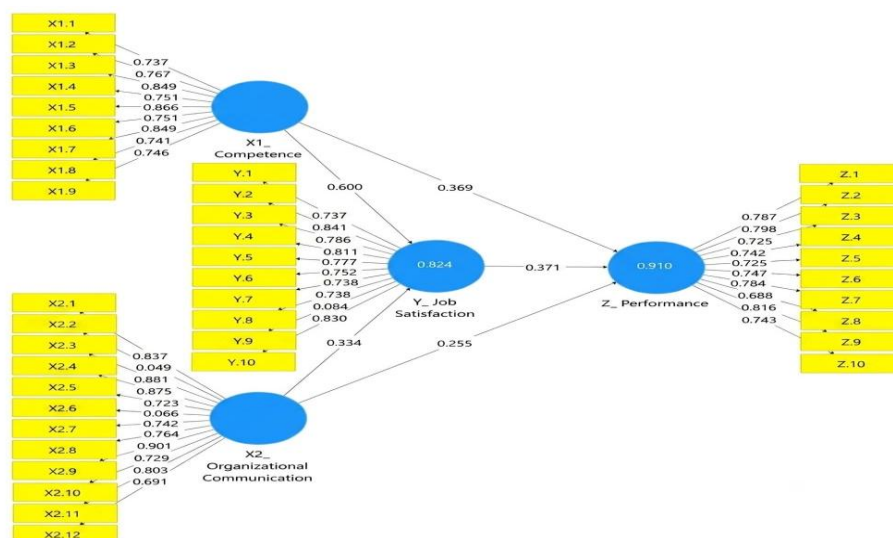


Figure 1. Outer Loading

Figure 1 shows that all indicators in the variables Work Facilities (X1), Career Development (X2), Work Motivation (Y), and Employee Performance (Z) have loading values above 0.7, indicating strong strength in measuring their respective constructs. Outer loading is an indicator of convergent validity, and the ideal value is above 0.70. Therefore, all indicators in this study are valid and statistically significant in representing the latent variables studied.

b. Average Variance Extracted (AVE)

Average Variance Extracted (AVE) is an important tool in statistical analysis that helps assess how well the latent constructs in a model explain the variance of the indicators they measure. By ensuring that the AVE is greater than 0.5, it can be verified that the latent constructs have adequate convergent validity and that the indicators used in the model adequately reflect the constructs they measure. The AVE values are as follows:

Table 2. Average Variance Extracted Values

Variables	AVE value	Description
Work facilities (X1)	0,719	Valid
Career development (X2)	0,739	Valid
Work motivation (Y)	0,720	Valid
Employee performance (Z)	0,733	Valid

Source: Smart PLS 4 Output (2026)

Based on Table 2, it is known that all indicators of the variables Work Facilities (X1), Career Development (X2), Work Motivation (Y), and Employee Performance (Z) have AVE values above 0.50. High AVE values indicate that the variance of the indicators of each construct is successfully explained by the construct, thus concluding that the four indicators in this study have good convergent validity.

2. Discriminant Validity Test

The discriminant validity test uses cross-loading values and is conducted to ensure that each concept of each latent indicator is distinct from the other indicators. An indicator is considered to have discriminant validity if its cross-loading value is greater than 0.7. The results of the discriminant validity test are as follows:

Table 3. Cross-Loading

Indicator	Work facilities (X1)	Career development (X2)	Work motivation (Y)	Employee Performance (Z)
X1.1	0,816	0,782	0,792	0,790
X1.2	0,834	0,799	0,800	0,827
X1.3	0,823	0,856	0,855	0,835
X1.4	0,832	0,847	0,825	0,843
X1.5	0,871	0,856	0,877	0,888
X1.6	0,851	0,848	0,837	0,835
X1.7	0,866	0,784	0,844	0,822
X1.8	0,868	0,808	0,828	0,830
X1.9	0,835	0,833	0,826	0,834
X1.10	0,854	0,815	0,849	0,857
X1.11	0,861	0,783	0,838	0,841
X1.12	0,866	0,784	0,844	0,822
X2.1	0,811	0,893	0,835	0,845
X2.2	0,807	0,824	0,827	0,794

Indicator	Work facilities (X1)	Career development (X2)	Work motivation (Y)	Employee Performance (Z)
X2.3	0,835	0,863	0,840	0,867
X2.4	0,892	0,875	0,891	0,885
X2.5	0,841	0,908	0,882	0,880
X2.6	0,837	0,825	0,824	0,818
X2.7	0,812	0,841	0,828	0,830
X2.8	0,825	0,845	0,813	0,830
X2.9	0,849	0,874	0,890	0,871
X2.10	0,801	0,815	0,789	0,800
X2.11	0,833	0,880	0,864	0,861
X2.12	0,781	0,865	0,833	0,811
Y.1	0,863	0,791	0,850	0,854
Y.2	0,824	0,888	0,857	0,858
Y.3	0,815	0,790	0,828	0,800
Y.4	0,809	0,837	0,851	0,837
Y.5	0,856	0,878	0,871	0,850
Y.6	0,830	0,819	0,841	0,840
Y.7	0,823	0,856	0,855	0,835
Y.8	0,868	0,808	0,828	0,830
Y.9	0,855	0,845	0,868	0,885
Y.10	0,838	0,860	0,855	0,838
Y.11	0,857	0,809	0,851	0,852
Y.12	0,779	0,814	0,824	0,806
Y.13	0,851	0,848	0,837	0,835
Y.14	0,825	0,816	0,861	0,835
Z.1	0,824	0,831	0,821	0,836
Z.2	0,849	0,812	0,846	0,858
Z.3	0,832	0,847	0,825	0,843
Z.4	0,855	0,845	0,868	0,885
Z.5	0,852	0,880	0,878	0,879
Z.6	0,854	0,827	0,846	0,867
Z.7	0,759	0,859	0,821	0,803
Z.8	0,861	0,783	0,838	0,841
Z.9	0,841	0,908	0,882	0,880
Z.10	0,863	0,791	0,850	0,854
Z.11	0,834	0,799	0,800	0,827
Z.12	0,854	0,815	0,849	0,857
Z.13	0,892	0,875	0,891	0,885
Z.14	0,835	0,863	0,840	0,867

Source: Smart PLS 4 Output (2026)

Based on Table 3, it is known that all indicators in the research variables have cross-loading values greater than 0.7. Based on these results, it can be concluded that the indicators used in this study have good discriminant validity in compiling their respective variables.

3. Reliability Test

Construct reliability indicates the internal consistency between indicators in measuring latent variables. The measures used are Cronbach's Alpha and Composite Reliability. According to Hair et al. (2022), values above 0.70 indicate good reliability.

Table 4. Composite Reliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach Alpha	Description
Work facilities (X1)	0,969	0,964	Reliabel
Career development (X2)	0,971	0,968	Reliabel
Work motivation (Y)	0,973	0,970	Reliabel
Employee performance (Z)	0,975	0,972	Reliabel

Source: Smart PLS 4 Output (2026)

The table above shows that all variables have Cronbach's Alpha and Composite Reliability values > 0.70. These results indicate that the research instrument has a very good level of internal consistency.

Inner Model Testing

The inner model evaluation was conducted to determine the structural model's ability to explain the relationships between latent variables.

a. R-Square (R²) Value

The coefficient of determination (R²) value indicates the ability of exogenous variables to explain the variation in endogenous variables.

Table 5. R-Square Value

Variables	R-Square
Work motivation (Y)	0,985
Employee performance (Z)	0,986

Source: Smart PLS 4 Output (2026)

The analysis results show that the R-Square value for the work motivation variable is 0.985, meaning that 98.5% of the variation in work motivation can be explained by the work facilities and career development variables. The remaining 1.5% is explained by other factors outside the research model.

Meanwhile, the R-Square value for the employee performance variable is 0.986, indicating that 98.6% of the variation in employee performance can be jointly explained by work facilities, career development, and work motivation. This value is categorized as very strong, indicating that the research model has a very high level of ability to explain employee performance variables.

b. Q-Square

A Q-Square value greater than zero indicates that the model has good predictive ability for endogenous variables. The predictive-relevance value is obtained using the following formula:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 Q^2 &= 1 - (1 - 0,985^2) (1 - 0,986^2) \\
 Q^2 &= 1 - (1 - 0,970) (1 - 0,972) \\
 Q^2 &= 1 - (0,030)(0,028) \\
 Q^2 &= 1 - 0,001 \\
 Q^2 &= 0,999
 \end{aligned}$$

The Q-square calculation result in this study was 0.999, indicating that the model in this study is adequate to explain the endogenous variables because the value of $0.999 > 0$. Thus, the constructed model is not only capable of explaining the relationships between variables but also has adequate predictive relevance.

Hypothesis Testing (Bootstrapping)

Hypothesis testing was conducted using the bootstrapping method with a significance level of 5%. The decision-making criteria were that the hypothesis was accepted if the t-statistic value was greater than 1.96 and the p-value was less than 0.05 at the 5% significance level ($\alpha = 0.05$). The model of the research construct relationships using the bootstrapping method can be seen in the following figure.

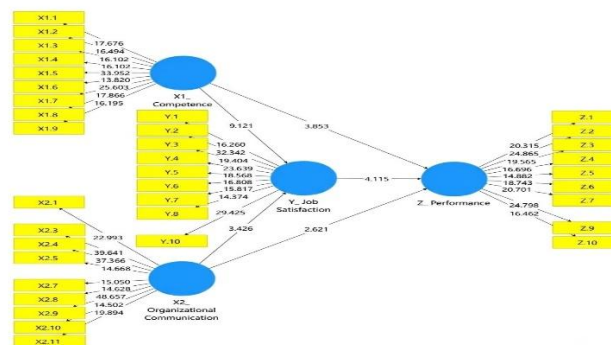


Figure 2. Bootstrapping

Bootstrapping results show that all relationships between variables are statistically significant. This finding proves that all research hypotheses are accepted.

Hypothesis testing can also be performed on direct effect analysis, namely to test the significance of the causal relationship between the independent (exogenous) and dependent (endogenous) variables in the research model. This method verifies whether a predictor variable statistically influences the outcome variable. The results of the statistical computations from the test can be seen in the following table:

Table 7. Results of Direct and Indirect Effects

Relationships Between Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Work Facilities (X1) -> Work Motivation (Y)	0,538	0,540	0,058	9,223	0,000
Career Development (X2) -> Work Motivation (Y)	0,463	0,462	0,059	7,888	0,000
Work Facilities (X1) -> Employee Performance (Z)	0,383	0,385	0,106	3,625	0,000
Career Development (X2) -> Employee Performance (Z)	0,254	0,257	0,084	3,040	0,002
Work Motivation (Y) -> Employee Performance (Z)	0,363	0,359	0,152	2,398	0,017
Work Facilities (X1) -> Work Motivation (Y) -> Employee Performance (Z)	0,196	0,194	0,086	2,288	0,022
Career Development (X2) -> Work Motivation (Y) -> Employee Performance (Z)	0,168	0,165	0,073	2,303	0,021

Source: Smart PLS 4 Output (2026)

The results of the direct effect test can be seen in Table 4.20 and are explained as follows:

The Effect of Work Facilities on Work Motivation

The effect of work facilities on work motivation has an original sample value of 0.538, indicating a positive relationship. The T-statistic of 9.223 is greater than 1.96, and the P-value of 0.000 is less than 0.05, so H_a is accepted. These results indicate that work facilities have a positive and significant effect on employee work motivation.

The Effect of Career Development on Work Motivation

The effect of career development on work motivation has an original sample value of 0.463, indicating a positive relationship. The T-statistic of 7.888 is greater than 1.96, and the P-value of 0.000 is less than 0.05, so H_a is accepted. These results indicate that career development has a positive and significant effect on employee work motivation.

The Effect of Work Facilities on Employee Performance

The effect of work facilities on employee performance has an original sample value of 0.383, indicating a positive relationship. The T-statistic of 3.625 is greater than 1.96, and the P-value of 0.000 is less than 0.05, so H_a is accepted. These results indicate that work facilities have a positive and significant effect on employee performance in Muara Sabak Timur District, Tanjung Jabung Timur Regency. Therefore, the hypothesis stating that work facilities influence employee performance is accepted.

The Effect of Career Development on Employee Performance

The effect of career development (X_2) on employee performance (Z) has an original sample value of 0.254, indicating a positive relationship. The T-statistic of 3.040 is greater than 1.96, and the P-value of 0.002 is less than 0.05, so H_a is accepted. These results indicate that career development has a positive and significant effect on employee performance in Muara Sabak Timur District, Tanjung Jabung Timur Regency. Thus, the hypothesis stating that career development influences employee performance is accepted.

The Effect of Work Motivation on Employee Performance

The effect of work motivation on employee performance has an original sample value of 0.363, indicating a positive relationship. The T-statistic of 2.398 is greater than 1.96, and the P-value of 0.017 is less than 0.05, so H_a is accepted. These results indicate that work motivation has a positive and significant effect on employee performance.

The Effect of Work Facilities on Employee Performance Through Work Motivation

The effect of work facilities on employee performance through work motivation has an original sample value of 0.196, indicating a positive relationship. The T-statistic of 2.288 is greater than 1.96, and the P-value of 0.022 is less than 0.05, so H_a is accepted. These results indicate that work motivation can positively and significantly mediate the effect of work facilities on employee performance.

The Effect of Career Development on Employee Performance Through Work Motivation

The effect of career development on employee performance through work motivation has a value of 0.168 in the original sample, indicating a positive relationship. The t-statistic value of 2.303 is greater than 1.96, and the p-value of 0.021 is less than 0.05, therefore, H_a is accepted. These results indicate that work motivation can positively and significantly mediate the effect of career development on employee performance.

Discussion

The Effect of Work Facilities on Work Motivation

The results of this study indicate that work facilities have a positive and significant effect on employee work motivation in Muara Sabak Timur District, Tanjung Jabung Timur Regency. These results indicate that the better the work facilities provided by the organization, the higher the employee motivation in carrying out their duties and responsibilities.

These results align with Sedarmayanti (2023) who stated that work facilities are the means and infrastructure provided by the organization to facilitate work implementation, thereby increasing effectiveness, efficiency, and productivity.

This research finding is also supported by research by Affandi and Kurniawan (2023), which showed that providing adequate work facilities contributes to increased employee motivation and performance. This study confirms that good work facilities create a comfortable work environment, thus encouraging employees to perform optimally.

Based on the research results, it can be concluded that work facilities are a crucial factor in increasing employee work motivation. Therefore, the Muara Sabak Timur District Government needs to continuously improve the quality of work facilities and infrastructure, both through the provision of adequate work equipment and maintenance of existing facilities. With good work facilities, employees will be more motivated to carry out their duties, enabling them to provide more effective, efficient, and high-quality public services.

The Effect of Career Development on Work Motivation

The research results show that career development has a positive and significant effect on employee work motivation in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. This finding suggests that the better the career development opportunities provided by the organization, the higher the employee motivation in carrying out their duties and responsibilities.

Theoretically, this finding aligns with Dessler's (2020) opinion, which states that career development is a series of activities undertaken by organizations to improve employees' abilities, knowledge, and skills so they can achieve their career goals. Furthermore, Greenhaus et al. (2019) explain that career development is a continuous process that provides individuals with opportunities to develop competencies and achieve career advancement. These opportunities will increase employee commitment and motivation at work.

The results of this study align with those of Nofritar and Mahmudin (2023), who found that career development has a positive and significant impact on employee work motivation. Promotion opportunities, competency development, and a clear career path encourage employees to improve their skills and demonstrate better work performance. Therefore, the Muara Sabak Timur District Government needs to implement a transparent, fair, and competency-based career development system by providing opportunities for education and training, competency development, and job promotions based on work performance. This policy is expected to increase employee motivation, thereby improving the quality of public services.

The Effect of Work Facilities on Employee Performance

The results of this study indicate that work facilities have a positive and significant impact on employee performance in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. These results indicate that the more adequate the work facilities provided by the organization, the higher the employee performance in carrying out their duties and providing services to the public. The availability of complete work facilities and infrastructure facilitates employees in completing their work more effectively, efficiently, and on time.

Furthermore, Robbins and Judge (2022) explained that an adequate physical work environment is one of the organizational factors that influences individual performance. This

study's findings are supported by research by Jelatu (2023), which demonstrated that work facilities have a positive and significant impact on employee performance. Therefore, the Muara Sabak Timur District Government needs to continuously improve and equip work facilities so that employees can work optimally and provide higher-quality public services.

The Effect of Career Development on Employee Performance

The study's findings indicate that career development has a positive and significant impact on employee performance in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. These results indicate that the better the career development program implemented by the organization, the higher the employee performance. Opportunities for education and training, competency development, and job promotions encourage employees to improve their skills and deliver better work results.

These findings align with Dessler's (2020) opinion, which states that career development is a process designed to enhance employee competencies and abilities to support the achievement of organizational goals. Furthermore, Greenhaus et al. (2019) explains that career development provides opportunities for individuals to develop their potential and improve their performance through work experience, training, and promotion.

The results of this study are supported by research by Nofritar and Mahmudin (2023), who found that career development has a positive and significant impact on employee performance by increasing work motivation. This study demonstrates that a clear career development system can encourage employees to work more productively and be achievement-oriented. Therefore, the Muara Sabak Timur District Government needs to implement a transparent, fair, and competency-based career development system to encourage employees to improve their abilities and deliver optimal performance in supporting public services.

The Influence of Work Motivation on Employee Performance

The results show that work motivation has a positive and significant impact on employee performance in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. These results indicate that the higher the employee's motivation, the better their performance. Highly motivated employees tend to work with more discipline and responsibility, and strive to achieve organizational targets and provide optimal service to the public. This finding aligns with Robbins and Judge (2022), who state that motivation is a process that explains the intensity, direction, and persistence of an individual in achieving goals.

The results of this study are supported by research by Subekti and Suhartini (2023), which demonstrated that work motivation has a positive and significant impact on employee performance. This study demonstrated that increased work motivation can drive improved employee performance. Therefore, the Muara Sabak Timur District Government needs to continuously improve employee motivation through awards, self-development opportunities, a conducive work environment, and support from leadership to optimize employee performance.

The Mediating Role of Work Motivation in the Relationship Between Work Facilities and Employee Performance

The results of this study indicate that work motivation mediates the effect of work facilities on employee performance in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. These results indicate that adequate work facilities not only directly improve performance but also enhance employee motivation, which ultimately impacts performance improvement. The more complete the work facilities and infrastructure available, the higher the employee motivation to work optimally, thus improving the quality of their performance. This finding aligns with Robbins and Judge (2022), who stated that high motivation will encourage individuals to exert their best efforts in achieving organizational goals.

The results of this study are supported by research by Affandi and Kurniawan (2023), who found that work facilities and work motivation are factors that positively influence employee performance. Therefore, the provision of adequate facilities needs to be accompanied by efforts to increase work motivation to optimize employee performance. Therefore, the Muara Sabak Timur District Government needs to improve the quality of work facilities while building employee motivation through leadership support, awards, and a conducive work environment to further improve employee performance.

The Mediating Role of Work Motivation in the Relationship Between Career Development and Employee Performance

The results of this study indicate that work motivation mediates the influence of career development on employee performance in the Muara Sabak Timur District, Tanjung Jabung Timur Regency. This indicates that career development not only directly impacts performance improvement but also increases employee work motivation, which in turn impacts performance improvement. Opportunities for education and training, competency development, and job promotions encourage employees to work harder and improve the quality of their work.

This finding aligns with Greenhaus et al. (2019), who stated that career development is a process that helps individuals develop competencies and achieve their career goals, thereby enhancing motivation and performance.

These results are also supported by research by Nofritar and Mahmudin (2023), who found that work motivation mediates the influence of career development on employee performance at PT Semen Padang. The study shows that a clear career development system can increase work motivation, which in turn impacts employee performance.

Based on the results of this research, theory, and previous studies, it can be concluded that work motivation plays a mediating variable in the relationship between career development and employee performance. Therefore, the Muara Sabak Timur District Government needs to implement a transparent, objective, and competency-based career development system and provide equal opportunities for all employees to participate in education, training, and job promotions. This policy will increase employee work motivation and ultimately impact performance and the quality of public services.

CONCLUSION

Based on the results of this study on the effect of work facilities and career development on employee performance through work motivation in the Muara Sabak Timur District, Tanjung Jabung Timur Regency, it can be concluded that work facilities and career development have a positive and significant effect on employee work motivation. This indicates that the provision of adequate work facilities and infrastructure and career development opportunities can increase employee enthusiasm and drive in carrying out their duties and responsibilities.

This study also shows that work facilities, career development, and work motivation each have a positive and significant effect on employee performance. Thus, improving the quality of work facilities and implementing a fair, transparent, and competency-based career development system can encourage improved employee performance in providing services to the public.

Furthermore, work motivation has been shown to mediate the influence of work facilities on employee performance and the influence of career development on employee performance. This finding indicates that work motivation is an important mechanism strengthening the relationship between work facilities and career development and employee performance. Therefore, efforts to improve employee performance in the Muara Sabak Timur District should not only be carried out through the provision of work facilities and career development, but also need to be balanced with policies that can increase work motivation, such as providing rewards, opportunities for education and training, and creating a conducive work environment.

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