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THE EFFECT OF WORK FACILITIES AND ORGANIZATIONAL COMMITMENT ON EMPLOYEE PERFORMANCE THROUGH MOTIVATION AS AN INTERVENING VARIABLE (STUDY CASE: EDUCATION OFFICE IN LABUHAN BATU)

Abstract. The research objective of this article is to examine the factors that influence and how to utilise work facilities and organisational commitment in accordance with company goals. Employees and organisations are a unity that cannot be separated from one another or need each other, because the quality of performance produced by an organisation is the result of the performance of employees in the organisation. Therefore, to get human resources in accordance with the needs, a strategy is needed. The potential of human resources has a great influence on the success of the organisation in achieving its goals. A good organisation is an organisation that is able to create good performance, to achieve this, it requires employees who have a high work ethic, have a high commitment to take a role in order to anticipate opportunities, challenges and threats in an effort to achieve organisational goals. Theoretical and practical components, assess how effectively an activity, program, or policy is executed in achieving the goals, objectives, vision, and mission outlined in an organization's plan. To maintain employee performance, the organization focuses on key factors such as organizational commitment, work facilities, and motivation, all of which are essential in enhancing employee performance. The relationship between work facilities and organisational commitment to employee performance is by maintaining the availability of facilities and infrastructure that are easily accessible to employees, so that in carrying out the duties

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and responsibilities of employees can be reflected in the loyalty of employees or employees to their organisation. This research was conducted at the Labuhanbatu Regency Education Agency which has the status of Civil Servants totalling 61 people. Based on the inductive analysis map, it's evident that the quality of work facilities and the organization's commitment to employee performance both play a crucial and substantial role in enhancing employee performance. The influence of this variable is positive, indicating that providing supportive work facilities can facilitate employees in completing their tasks and foster a strong sense of loyalty to the organization.

Keywords: *Work Facilities, Performance, Organizational Commitment, Motivation.*

JEL Classification: A13; B30; H89.

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Introduction. Employees and organizations are a unity that cannot be separated from one another or need each other. The performance produced by an organization is the result of the performance of employees in the organization. The success of employees is the actualization of the potential of employees and at the same time is an opportunity to meet their life needs while the success of the organization is a means of growth and self-development of employees in the organization. In line with its growth and development, the organization is required to always develop human resources so that employees can carry out their duties properly and professionally both for the present and the future. Work facilities are also a component that supports optimal and maximum employee performance. According to Sofyan (2004). Work facilities are physical assets that support company activities. They are used in day-to-day operations, have a relatively long lifespan, and offer ongoing benefits for the future. Work facilities are very important for companies, because they can support employee performance, such as in completing work. The existence of work facilities makes it possible to improve employee performance in order to achieve the goals set by management with all potential effectively and efficiently. The problem at the Labuhanbatu Regency Education Office is the lack of work facilities that hinder employee performance, thus affecting employee performance.

Based on the background of the problems above, the problems studied at the Labuhanbatu Regency Education Office can be identified as follows:

1. The performance of employees at the Labuhanbatu Regency Education Office remains below optimal levels.

2. Employee work facilities at the Labuhanbatu Regency Education Office are still inadequate.

3. Employee organizational commitment at the Labuhanbatu Regency Education Office still needs to be improved.

4. Employees at the Labuhanbatu Regency Education Office continue to lack motivation in performing their duties.

The research objective of this article is to examine the factors that influence and how to utilise work facilities and organisational commitment in accordance with company goals. To achieve this goal, the following task was performed: using an associative approach, the relationship or influence between the three independent variables (Work Facility (X1), Organizational Commitment (X2), Motivation (Z)) and one dependent variable (Performance (Y)) was determined. The object of research is the labour market, and the subject of research is employee performance.

Literature Review. According to Mangkunegara (2016), employee performance is defined as the quality and quantity of work achieved by an individual in fulfilling their duties and responsibilities. Mathis and Jackson (2006) state that performance encompasses all actions employees take or fail to take. It directly impacts their contribution to the organization. Enhancing performance, whether at the individual or group level, is crucial for improving overall organizational effectiveness.

From the aforementioned perspectives, performance is understood as the output or achievement of specific activities within a set time frame, assessed based on predefined criteria. The work produced is influenced by an employee's skills, knowledge, and abilities. According to Ranupandojo and Husnan (2005), work facilities represent a company's service to employees, aimed at supporting their performance and boosting productivity.

Sofyan (2004) describes work facilities as physical assets used in regular company activities, which have a long-term usage period and provide future benefits. These facilities are crucial for companies as they enhance employee performance and aid in task completion.

Meanwhile, Robbins (2008) defines organizational commitment as a state where

Table 1. Operational Definition of Research Variables

Variable	Definition	Indicator	Scale
Performance	Performance is the result of the production of work or the achievement of certain activities during a specific time period that has been determined with assessment criteria that have also been determined.	Quality Quantity Punctuality Effectiveness Independence Work commitment	Likert
Work Facilities (X) ¹	Work facilities are facilities and infrastructure or work support tools and materials provided to employees to facilitate the work process and complete the tasks assigned to them.	According to the needs Complete equipment and supplies Easy to use Speeding up the Work Process	Likert
Organizational Commitment (X) ²	Organizational commitment is the willing and involved attitude of an employee who has a high sense of attachment and wants to remain as a member by trying his best to provide the best in accordance with what the organization wants to improve achievement and achieve organizational success.	Employee Willingness Employee Loyalty Employee pride in the organization	Likert
Motivation	Motivation is a force or something that drives a person both from within and outside the self which causes the person to carry out activities with enthusiasm and enjoy working to achieve the goals set by the organization optimally.	The need for achievement The need for affiliation The need for power	Likert

an employee is loyal to a specific organization and its goals, with a desire to remain part of that organization. High job involvement reflects an individual's dedication to their job, whereas high organizational commitment indicates loyalty to the organization that employed them.

According to Priansa (2018), organizational commitment is the loyalty of employees or employees to the organization, which is reflected in high involvement to achieve organizational goals. Employee loyalty is reflected through availability in work, and identification with organizational values and goals.

Gitosudarmo and Sudita (2010) state that motivation is the force that drives individuals to engage in specific activities, often defined as the driving factor behind one's behavior. Every action taken by a person is influenced by an underlying factor that prompts it. Typically, this motivating factor is the need and desire to accomplish goals.

Research Methodology. Analytical frameworks. The approach in this study is to use an associative approach, an associative approach is an approach where to find out that there is a relationship or influence between the two variables (independent variable and dependent variable). In this study, Work Facility (X₁), Organizational Commitment (X₂), and Motivation (Z) are the independent variables, while Performance (Y) is the dependent variable (Table 1). According to Morissan (2014), a population

is defined as a group of subjects, variables, concepts, or phenomena that can be studied to understand their characteristics. Sugiyono (2018) describes a population as a generalized area composed of objects or subjects with specific qualities and characteristics identified by researchers for study, leading to the drawing of conclusions. The population in this study were all Civil Servants (PNS) at the Labuhanbatu Regency Education Service, who were recorded in October 2023, a total of 61 people.

Main results.

Normality test

In this research, the normality test of the data was conducted using a normality plot by examining the P-Plot graph. The decision-making criterion is that if the data points are distributed around and follow the direction of the diagonal line, then the path model satisfies the normality assumption. The results of the normality test are presented in figure 1.

By examining the normal plot graphic display, we can conclude that the data points are distributed along and follow the diagonal line. This indicates that the residual data is normally distributed.

Multicollinearity Test

Multicollinearity occurs when there is a significant correlation between the independent variables. If there are symptoms of relatively perfect multicollinearity, then

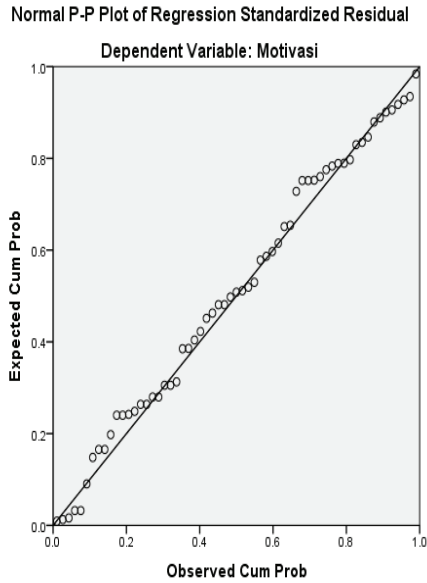


Fig. 1. The results of the normality test

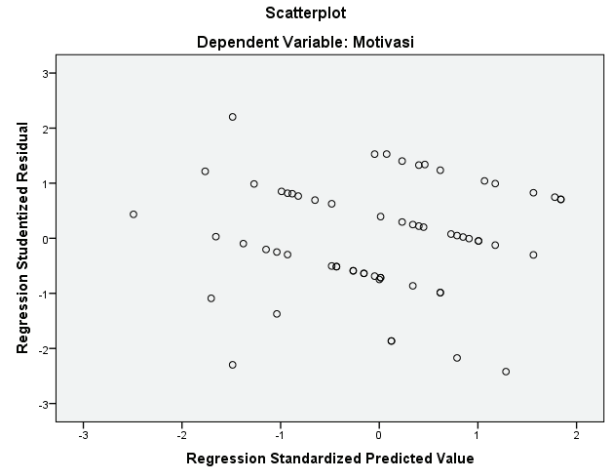


Fig. 2. The results of the SPSS processing

the interpretation via least squares becomes indefinite and the variance and standard deviation become undefined. This causes increasing deviations regarding the accuracy of the independent variable in explaining the dependent variable.

The multicollinearity test results indicate the following VIF and tolerance values: the Work Facilities Variable (X1) has a VIF of 1.034 and a tolerance of 0.967, while the Organizational Commitment Variable (X2) also has a VIF of 1.034 and a tolerance of 0.967 (Table 2). According to the established criteria,

if the VIF is less than 10 and the tolerance is greater than 0.10, there are no signs of multicollinearity. Since the calculated values meet these criteria, it can be concluded that multicollinearity is not present, and thus, the model satisfies the classical assumptions required for regression analysis.

Heteroscedasticity Test

The heteroscedasticity test is designed to determine whether there is a variance inequality in the residuals from one observation to another within the path model.

Table 2. The multicollinearity test results

Coefficients							
Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics
		Std. Error	Beta				
1	(Constant)	15.104	1.337		11.294	.000	
	Work Facilities	.112	.046	.294	2.410	.019	.967 1.034
	Organizational Commitment	.156	.055	.342	2.808	.007	.967 1.034

Table 3. t-statistical test

Coefficientsa						
Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta			
1	(Constant)	15.104	1.337		11.294	.000
	Work Facilities	.112	.046	.294	2.410	.019
	Organizational Commitment	.156	.055	.342	2.808	.007

a. Dependent Variable: Motivation

When the variance of residuals is consistent across observations, it is referred to as homoscedasticity; when it varies, it is known as heteroscedasticity. The results of the SPSS processing are illustrated in figure 2.

The figure 2 above indicates that the points are distributed randomly and are dispersed both above and below the zero line on the Y-axis, without forming any specific pattern. This suggests that heteroscedasticity is not present in the regression model. Therefore, it can be concluded that the regression model satisfies the requirements of the classical assumption test.

Sub Model I Hypothesis Test

The hypothesis states that Work Facilities (X_1) and Organizational Commitment (X_2), have a positive and significant effect on Motivation (Z).

In this table 3, the t statistical test is obtained, as follows:

1. Work Facilities Variable (X_1) with t-count value (2.410) > t-table (2.00) with probability level of *significance* (Sig) of 0.019 (<0.05). This shows that work facilities have a significant effect on the motivation variable.

2. Organizational Commitment Variable (X_2) with t-count value (2.808) > t-table (2.00) with probability level of *significance* (Sig) of 0.007 (<0.05). This shows that Organizational Commitment has a significant effect on the Motivation variable.

Hence, the path analysis equation can be formulated as follows:

$$Z = 15.104 + 0.112X_1 + 0.156X_2$$

The analytical equation model means:

1. The constant value is 15.104, which means that if the independent variable is work facilities (X_1), and Organizational Commitment (X_2) is equal to zero, then Motivation (Z) is 15.104.

2. X regression coefficient value₁ = 0.112 indicates that if work facilities increase by 100%, motivation will increase by 11.2%.

3. X regression coefficient value₂ = 0.156 indicates that if Organizational Commitment increases by 100%, it will increase Motivation by 15.6%.

Discussion

The Effect of Work Facilities on Motivation

The Work Facilities variable positively and significantly impacts Motivation at the Labuhanbatu Education Service. With a regression coefficient value of 0.112, a 100% increase in Work Facilities results in an 11.2% rise in Motivation. Testing the first hypothesis confirms that work facilities significantly

influence the motivation of the Labuhanbatu Education Service.

The Effect of Organizational Commitment on Motivation

The Organizational Commitment variable positively and significantly impacts Motivation at the Labuhanbatu Education Office. With a regression coefficient of 0.156, a 100% increase in Organizational Commitment results in a 15.6% rise in Motivation. Testing the first hypothesis confirms that Organizational Commitment significantly influences the motivation of the Labuhanbatu Education Service.

The Effect of Work Facilities on Performance

The Work Facilities variable has a positive and significant effect on Performance at the Labuhanbatu Education Service. The Work Facilities variable has a regression coefficient value of 0.065, indicating that if Work Facilities increase by 100%, performance will increase by 6.5%. Based on the results of testing the first hypothesis, it is known that work facilities have a significant influence on the performance of the Labuhanbatu Education Service.

The Effect of Organizational Commitment on Performance

The Organizational Commitment variable positively and significantly affects performance at the Labuhanbatu Education Service. With a regression coefficient of 0.140, a 100% increase in Organizational Commitment leads to a 14.0% improvement in performance. Testing the first hypothesis confirms that Organizational Commitment significantly influences the performance of the Labuhanbatu Education Service.

The Effect of Motivation on Performance

The Motivation variable positively and significantly impacts performance at the Labuhanbatu Education Department. With a regression coefficient of 0.307, a 100% increase in Motivation results in a 30.7% improvement in performance. Testing the first hypothesis confirms that motivation significantly influences the performance of the Labuhanbatu Education Service.

Conclusion. Based on the research and discussions carried out by the researchers on the impact of work facilities and organizational commitment on employee performance at the Education Department, with Motivation serving as an intervening variable, the following conclusions can be made:

1. Work Facilities influence Motivation at the Labuhanbatu Regency Education Office
2. Organizational Commitment influences Motivation at the Labuhanbatu Regency Education Office

3. Work Facilities influence Performance at the Labuhanbatu Regency Education Office

4. Organizational Commitment influences Performance at the Labuhanbatu Regency Education Office

5. Motivation influences performance at the Labuhanbatu Regency Education Office

6. Work Facilities influence Performance at the Labuhanbatu Regency Education Service through Motivation as an intervening variable.

7. Organizational Commitment influences Performance at the Labuhanbatu Regency Education Office through Motivation as an intervening variable.

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ВПЛИВ УМОВ ПРАЦІ ТА ОРГАНІЗАЦІЙНОЇ ПРИХИЛЬНОСТІ НА ПРОДУКТИВНІСТЬ ПРАЦІВНИКІВ ЧЕРЕЗ МОТИВАЦІЮ ЯК ПРОМІЖНУ ЗМІННУ (НА ПРИКЛАДІ УПРАВЛІННЯ ОСВІТИ В ЛАБУХАН БАТУ)

Мета цієї статті - дослідити фактори, що впливають на робочі умови та організаційну прихильність, а також те, як їх використовувати відповідно до цілей компанії. Працівники та організації - це єдність, яку неможливо відокремити одне від одного, адже якість роботи організації є результатом роботи її працівників. Тому, щоб привести людські ресурси у відповідність до потреб, необхідна стратегія. Потенціал людських ресурсів має великий вплив на успіх організації в досягненні її цілей. Хороша організація - це організація, яка здатна створювати хороші результати, а для цього їй потрібні працівники, які мають високу трудову етику, мають високу прихильність до виконання своєї ролі, щоб передбачати можливості, виклики і загрози в прагненні досягти цілей організації. Теоретичні та практичні компоненти оцінюють, наскільки ефективно виконується діяльність, програма або політика для досягнення цілей, завдань, бачення та місії, викладених у плані організації. Щоб підтримувати продуктивність працівників, організація зосереджується на таких ключових факторах, як організаційні зобов'язання, робочі умови та мотивація, які є важливими для підвищення продуктивності працівників. Взаємозв'язок між робочими умовами та організаційними зобов'язаннями щодо виконання працівниками своїх обов'язків полягає у підтримці наявності зручностей та інфраструктури, які є легкодоступними для працівників, щоб виконання обов'язків та відповідальності працівників могло відобразитися на лояльності працівників або працівників до своєї організації. Це дослідження проводилося в Агентстві освіти Лабуханбату Регентства, яке має статус державного службовця, загальною чисельністю 61 особа. Виходячи з карти індуктивного аналізу, очевидно, що якість робочих приміщень та зацікавленість організації в результатах роботи працівників відіграють вирішальну та суттєву роль у підвищенні продуктивності працівників. Вплив цієї змінної є позитивним, що свідчить про те, що створення сприятливих умов праці може полегшити виконання працівниками своїх завдань і сприяти формуванню у них сильного почуття лояльності до організації.

Ключові слова: *робочі умови, продуктивність, організаційні зобов'язання, мотивація.*

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