

The Role of Work Motivation in Mediating the Effect of Work Facilities on Employee Performance at the National Narcotics Agency North Sumatra Province

Lisa Fitria, Kiki Farida Ferine, Muhammad Isa Indrawan

Abstract

Employee performance is an important element in supporting the success of public organizations, including the North Sumatra Provincial National Narcotics Agency (BNN Provinsi Sumut), which plays a strategic role in the prevention and eradication of drug abuse. This study aims to analyze the effect of work facilities on employee performance with work motivation as a mediating variable. This study uses a quantitative approach with a census method of all 84 employees of the North Sumatra Provincial Narcotics Agency. Data were collected through questionnaires and analyzed using the Partial Least Squares (PLS) method. The results show that work facilities have a positive and significant effect on employee performance and work motivation. Furthermore, work motivation also has a positive and significant effect on employee performance and is proven to be able to mediate the effect of work facilities on employee performance. These findings indicate that the provision of adequate work facilities, supported by increased work motivation, is an important factor in improving employee performance within the North Sumatra Provincial BNN. This study is expected to provide practical contributions to human resource management in formulating policies to improve the performance of public sector employees.

Keywords: Work Facilities, Work Motivation, Employee Performance

Lisa Fitria¹

¹Master's Student in Management, Universitas Pembangunan Panca Budi, Indonesia e-mail: lisafitria88@gmail.com¹

Kiki Farida Ferine², Muhammda Isa Indrawan³

^{2,3}Master of Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: kikifaridaferine@dosen.pancabudi.ac.id², isaindrawan@dosen.pancabudi.ac.id³

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Introduction

Employee performance is a key factor in supporting the success of public organizations, including the North Sumatra Provincial National Narcotics Agency (BNN Provinsi Sumut), which has a strategic responsibility in preventing and eradicating drug abuse. The high demands of the job, the complexity of the work, and the work pressure faced by employees require the organization to ensure that all human resources are able to work effectively, efficiently, and professionally. Therefore, improving employee performance is a top priority in human resource management within the BNN.

One important factor that affects employee performance is the availability of adequate work facilities. Good work facilities, such as complete facilities and infrastructure, a comfortable working environment, and appropriate technological support, can help employees complete their work more optimally. Recent research shows that work facilities have a positive and significant effect on employee performance because they can improve comfort, efficiency, and the quality of work results (Wijaksono et al., 2022; Pelasula, 2024). However, in practice, limited work facilities are still often an obstacle that impacts the effectiveness of public sector employees.

On the other hand, the existence of adequate work facilities does not necessarily directly improve employee performance if it is not accompanied by a high level of work motivation. Work motivation is an internal drive that makes employees willing to exert their best abilities, skills, and energy in completing tasks. Motivated employees tend to show high work commitment, take initiative, and strive to achieve the performance standards set by the organization (Vo et al., 2022). Several recent studies reveal that work motivation plays a significant role in improving employee performance and often functions as a mediating variable between organizational factors and performance (Shefani & Jaya, 2024; Purba & Ferine, 2024).

In the context of the North Sumatra Provincial Narcotics Agency, the available work facilities are expected to not only serve as technical support for work, but also to increase employee work motivation. Adequate work facilities can foster a sense of comfort, security, and appreciation, thereby encouraging employees to work more optimally. Therefore, work motivation is thought to act as a variable that bridges the influence of work facilities on employee performance.

Based on this description, this study is important to analyze the role of work motivation in mediating the influence of work facilities on employee performance at the North Sumatra Provincial National Narcotics Agency. The results of this study are expected to provide empirical contributions and practical recommendations for human resource managers in improving employee performance through the provision of effective work facilities and strengthening work motivation.

Literature Review Employee Performance Definition of Employee Performance

According to Robbins & Judge (2020), employee performance can be defined as behavior that contributes to the achievement of organizational goals, which is usually measured based on the achievement of results desired by the organization or company.

Employee Performance Indicators

According to Robbins & Judge (2020) in their book “Organizational Behavior,” employee performance indicators are measures used to assess the extent to which employees are successful in carrying out their duties and meeting organizational goals. Employee performance can be evaluated based on several indicators that cover the following aspects:

- 1) Quality of Work
Measures the extent to which the work produced meets established standards, is free from errors, and meets desired quality expectations.
- 2) Quantity of Work

Measures the amount of work completed within a certain period of time. This relates to the productivity or output generated by employees.

3) Timeliness

Measures the ability of employees to complete work according to the set deadline. Timeliness is very important in improving organizational efficiency.

4) Initiative

Measures the extent to which employees are able to show initiative in completing tasks without waiting for instructions from their superiors. This includes the ability to make decisions and act proactively.

5) Teamwork

Measures employees' ability to work with others in a team, as well as their contribution to the achievement of team and overall organizational goals.

6) Communication

Measures the extent to which employees are able to communicate clearly and effectively, both in conveying information and in listening and responding to ideas or issues.

7) Creativity and Innovation

Measures the extent to which employees are able to generate new ideas, creative solutions, and innovative approaches in completing tasks or facing challenges in the workplace.

Work Motivation Definition of Work Motivation

According to Vo et al., 2022, work motivation is a drive that stems from individual needs (competence, autonomy, social relations) that encourage productive and effective individual work behavior.

Work Motivation Indicators

Work motivation indicators according to Vo et al., 2022 are as follows:

1) Competence

Refers to an individual's ability to perform tasks well and feel capable of mastering their work. In this study, competence is measured through "highest level of education achieved" as a proxy.

2) Autonomy

Refers to an individual's freedom and control over how they perform their work — that is, the ability to make their own decisions and have choices in their work.

3) Social connectedness

Refers to the individual's need to feel connected, accepted, and have positive relationships with others in the work environment — for example, feeling that they belong to a group, are supported by coworkers, and have a sense of social belonging.

Work Facilities Definition of Work Facilities

According to Wijaksono et al. (2022), work facilities are everything that can facilitate and smooth the implementation of a business.

Work Facility Indicators

According to Wijaksono et al. (2022), work facility indicators consist of:

1) Work space conditions that are suitable for the operational needs of employees

The workspace provided by the organization meets the functional and physical conditions required by employees to complete their tasks effectively.

2) The ability of employees to use all their skills and work efficiently with the available facilities. Work facilities enable employees to optimize their abilities and expertise in

carrying out their work, and whether these facilities make it easier for them to work more efficiently.

- 3) Availability of facilities/infrastructure that support the timely completion of tasks. The facilities and infrastructure provided by the organization are sufficient to help employees complete their work on time and in accordance with the expected quality standards.

Conceptual Framework

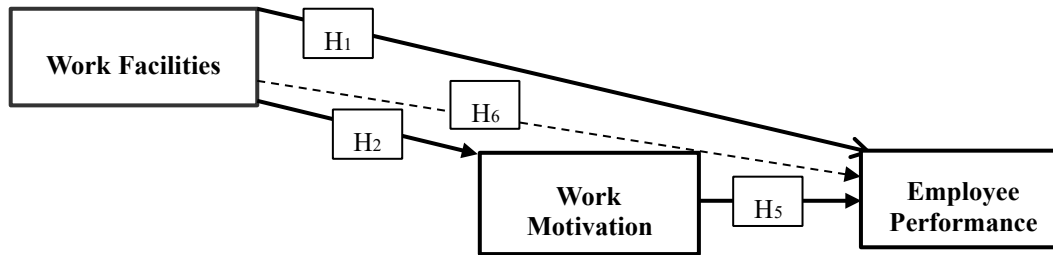


Figure 1. Conceptual Framework

Research Hypothesis

- H₁: Work facilities have a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency .
- H₂ Work facilities have a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
- H₃: Work motivation has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
- H₄ : Work facilities have a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.

Research Methodology Type of Research

The type of research used is quantitative research. Sugiyono (2022) defines quantitative research as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing work facilities and training on employee performance with work motivation as a mediating variable at the North Sumatra Provincial National Narcotics Agency.

Research Location and Time

The research location was at the North Sumatra Provincial National Narcotics Agency, located at Jl. Balai Pom No.1 Blok A, Medan Estate, Percut Sei Tuan, Deli Serdang Regency, North Sumatra. The research was conducted over a period of 3 months, from October to December 2025.

Population and Sample

Sugiyono (2021) defines population as a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. The population and sample in this study are all permanent employees at the North Sumatra Provincial National Narcotics Agency. The number of employees at the North Sumatra Provincial National Narcotics Agency is 84, with details as follows: 53 civil servants, 8 PPPK employees, and 23 honorary employees. In this study, the sample consisted of all 84 employees.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

The *Outer Model Analysis* using the *PLS Algorithm* yielded the following results: **Validity Test**

Table 1. Outer Loadings Values

	Employee Performance	Job Motivation	Work Facilities
X1.1			0.840
X1.2			0.876
X1.3			0.878
Y.1	0.710		
Y.2	0.864		
Y.3	0.737		
Y.4	0.826		
Y.5	0.860		
Y.6	0.883		
Y.7	0.830		
Z.1		0.874	
Z.2		0.796	
Z.3		0.858	

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

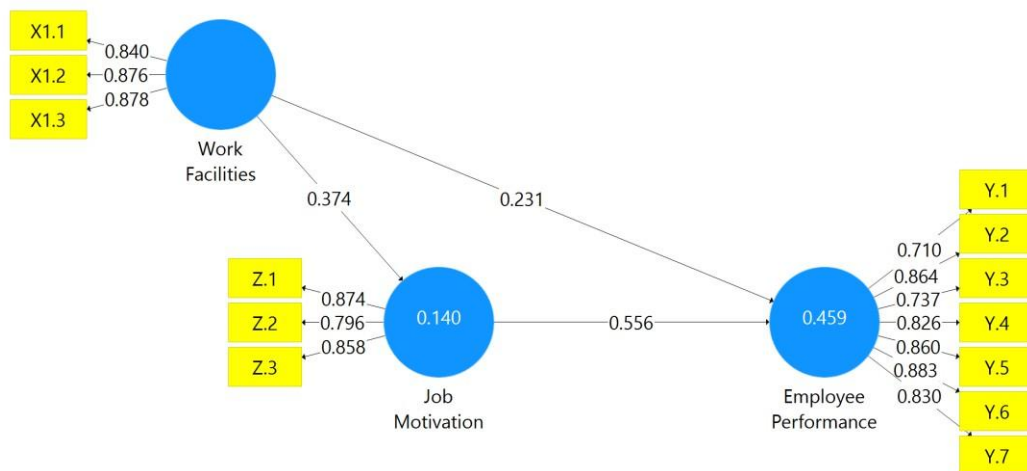


Figure 2. Outer Loading

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)

Employee Performance	0.917	0.926	0.934	0.669
Job Motivation	0.798	0.810	0.881	0.711
Work Facilities	0.832	0.836	0.899	0.748

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R^2)

In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the Rsquare estimation results using SmartPLS.

Table 3. R Square Results

	R Square	Adjusted R-Square
Job Motivation	0.140	0.131
Employee Performance	0.459	0.448

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work motivation variable, the R square value is 0.140, meaning that the influence of work facilities and training is 0.140 or 14%, with the remainder attributable to other variables outside the model. The Rsquare value for employee performance is 0.459, meaning that work facilities, training, and work motivation account for 0.459 or 45.9%, with the remainder attributable to other variables outside the model.

Structural Model Testing (Inner Model) Hypothesis Testing Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Facilities -> Employee Performance	0.231	2.608	0.009	Accepted
Work Facilities -> Job Motivation	0.374	4.215	0.000	Accepted
Job Motivation -> Employee Performance	0.556	7,289	0	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Work facilities have a positive and significant effect on employee performance with a tstatistic value of 2.608 above 1.96 and a significance of 0.009 below 0.05, meaning that work facilities have a real effect on employee performance because the significance value is above 0.05 (). The results of this study are in line with previous studies, namely that work facilities have a positive and significant effect on employee performance (Ginting & Indrawan, 2023; Sitepu & Indrawan, 2023).

2. Work facilities have a positive and significant effect on work motivation with a t-statistic value of 4.215 above 1.96 and a significance of 0.000 below 0.05, meaning that work facilities have a real effect on work motivation because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work facilities have a positive and significant effect on work motivation (Rachman et al., 2025).
3. Work motivation has a positive and significant effect on employee performance with a tstatistic value of 7.289 above 1.96 and a significance of 0.000 below 0.05, meaning that work motivation has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work motivation has a positive and significant effect on employee performance (Purba & Ferine, 2024).

Indirect Influence Between Variables

The indirect effect between variables can be seen in the *specific indirect effects* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Facilities -> Job Motivation -> Employee Performance	0.208	3.834	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effect between variables, namely: work facilities have a positive and significant effect on employee performance through work motivation with a tstatistic value of 3.834 above 1.96 and a significance value of 0.000 below 0.05, meaning that work motivation acts as an intervening variable between work facilities and employee performance.

Conclusion

1. Work facilities have a positive and significant effect on employee performance at the North Sumatra Provincial Narcotics Agency.
2. Work facilities have a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
3. Work motivation has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
4. Work facilities have a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.

Recommendations

1. Employee performance with the lowest score was "The work I do meets the quality standards set by the organization." Therefore, the recommendation is that the North Sumatra Provincial National Narcotics Agency strengthen the implementation and monitoring of work quality standards through periodic performance evaluations accompanied by direct feedback to employees, so that the work produced can more consistently meet the quality standards set by the organization.
2. Work motivation with the lowest score was "I am motivated because I am given the freedom to manage how I complete my work." The North Sumatra Provincial Narcotics Agency is advised to provide more flexible work autonomy to employees in accordance

with organizational boundaries and procedures, so that employees feel trusted, more motivated, and able to complete their work in an effective and responsible manner.

3. Facilities with the lowest score: "The available work facilities and infrastructure support the timely completion of tasks." The North Sumatra Provincial Narcotics Agency is advised to improve and modernize work facilities and infrastructure to make them more adequate, so that employees can complete tasks in a timely and efficient manner.

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