

# **Workplace Facilities as a Determinant of Employee Performance: A Study in the Public Sector of Indonesia, Serdang Bedagai Regency**

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## **Abstract**

This study analyzes the effect of workplace facilities on employee performance within the public sector of Serdang Bedagai Regency, Indonesia. As the quality of human resources is crucial for organizational success, this research investigates the role of physical and functional work environments in enhancing the performance of civil servants. A quantitative approach was adopted using survey data collected from a sample of 35 employees. The research instrument's validity and reliability were confirmed using Pearson's correlation and Cronbach's Alpha tests, respectively. Descriptive analysis revealed that both workplace facilities and employee performance were perceived very positively, with identical mean scores of 4.38 and low standard deviations (0.42 and 0.34). Furthermore, a simple linear regression analysis and a t-test were conducted to test the hypothesis. The results indicate a statistically significant and positive influence of workplace facilities on employee performance ( $p\text{-value} = 0.041$ ). The coefficient of determination ( $R^2$ ) shows that workplace facilities explain 14.8% of the variance in employee performance. The study concludes that an adequate and supportive work environment is a significant determinant of employee performance. These findings provide empirical evidence that government agencies can improve the effectiveness and efficiency of their workforce by prioritizing strategic investments in workplace facilities.

**Keywords:** Employee Performance, Workplace Facilities, Public Sector

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## Introduction

Human resource quality is one of the key determinants of organizational success, including within public sector institutions. In the context of public service, civil servants are required to demonstrate optimal performance to ensure effective, efficient, and accountable service delivery [1]. Employee performance, which reflects both the quality and quantity of work achieved in accordance with organizational responsibilities, has therefore become a central concern for government agencies [2].

Among the various factors influencing employee performance, workplace facilities play a particularly significant role. Adequate facilities, such as appropriate office space, information technology infrastructure, and supporting tools, enable employees to carry out their tasks effectively and efficiently [3]. Conversely, inadequate facilities can hinder the application of knowledge and skills, reduce productivity, and ultimately limit the overall achievement of organizational goals [4]. Alamiyah et al. (2024) further emphasize that a supportive work environment with proper facilities not only enhances motivation but also improves employee performance in government institutions [5].

The Department of Manpower, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency serves a strategic role in managing the local workforce, strengthening cooperatives, and fostering the growth of small–medium enterprises (SMEs). To fulfill these responsibilities, the institution relies on competent and high-performing employees. However, despite routine government initiatives to develop staff capacity, the variation in employee performance remains evident. This condition suggests that supporting factors such as workplace facilities must be examined as potential determinants of performance outcomes.

Several empirical studies highlight the importance of workplace facilities in strengthening organizational effectiveness. For example, Pytaloka and Idulfilastri (2025) argue that the work environment, supported by adequate infrastructure, significantly contributes to public service quality [6]. Similarly, Syafiudin et al. (2022) state that employee performance is not only a product of individual competence but also the availability of organizational resources that support task completion [7]. Hence, workplace facilities represent a tangible dimension of the work environment that directly shapes employees' ability to achieve performance targets. Accordingly, the objectives of this research are: To analyze and evaluate the effect of workplace facilities on employee performance at the Department of Manpower, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency. To provide empirical evidence regarding the role of workplace facilities in enhancing organizational effectiveness within the public sector.

The findings of this study are expected to provide both theoretical contributions to the human resource management literature and practical insights for government agencies in optimizing resource allocation to enhance employee productivity.

## Literature Review

### 2.1 Employee Performance

Employee performance refers to the results achieved by individuals in an organization according to their roles and responsibilities [8]. It is defined as the accomplishment of work outcomes in terms of both quality and quantity within the scope of assigned duties. Performance is not only measured by the volume of tasks completed but also by the accuracy, timeliness, and overall contribution to organizational goals. Furthermore, performance can be understood as the actual behavior demonstrated by employees when carrying out their responsibilities, which reflects not only technical ability but also aspects such as discipline, initiative, loyalty, and attitude [9][10]. High employee performance is strongly linked to organizational success, while low performance may hinder the achievement of vision, mission, and targets [11].

Indicators of employee performance generally include productivity in terms of quantity and quality of work, efficiency in task execution, discipline in adhering to organizational rules,

initiative in problem-solving, accuracy and attention to detail, leadership, integrity, and creativity in generating new ideas [8]. These dimensions provide a comprehensive measure of how employees contribute to organizational effectiveness.

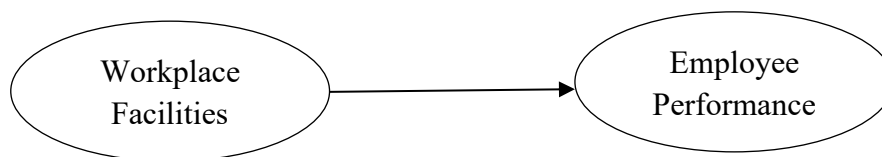
## 2.2 Workplace Facilities

Workplace facilities are the physical and non-physical resources provided by an organization to support employees in carrying out their tasks effectively and comfortably [12]. They include not only physical equipment such as office buildings, furniture, computers, internet access, and official vehicles, but also non-physical aspects such as a safe, comfortable, and supportive work environment [13][14]. Adequate facilities improve efficiency, reduce barriers in task completion, and positively influence employee motivation and performance [15][16].

The effectiveness of workplace facilities can be identified through several indicators, including suitability to employees' needs, the ability to optimize work results, ease of use, contribution to faster work processes, and proper arrangement or placement [17]. Properly managed facilities not only enhance productivity but also reflect the organization's commitment to employee well-being and performance improvement.

## 2.3 Conceptual Framework and Hypothesis

This study conceptualized Workplace Facilities as the independent variable (X) and employee performance as the dependent variable (Y) as shown on the following figure.



### The hypothesis is:

**Ha :** Workplace facilities have a significant effect on employee performance at the Department of Manpower, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency.

**Ho :** Workplace facilities do not have a significant effect on employee performance at the Department of Manpower, Cooperatives, and Small–Medium Enterprises, Serdang Bedagai Regency.

## Research Methodology

This research adopts a quantitative approach to analyze the influence of the hybrid working environment on employee performance at the Department of Employment, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency. The study uses an explanatory research design, as its main objective is to test hypotheses and examine causal relationships between the independent and dependent variables [18].

The population in this study consists of all 35 employees of the Department of Employment, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency. Given the relatively small number of employees, the research applies a saturated sampling technique (census), meaning that the entire population is included as the research sample. Thus, all 35 employees serve as respondents, ensuring the results reflect the overall condition of the institution.

The research relies on primary data, which are collected through a structured questionnaire distributed to all respondents. The questionnaire is developed based on theoretical indicators of the hybrid working environment and employee performance, with responses measured using a Likert scale ranging from strongly disagree to strongly agree. In addition, secondary data are obtained from institutional reports and related documents to complement the primary data.

The collected data will be analyzed using quantitative statistical methods with the help of SPSS version 26.0. The analysis will be carried out in several stages:

Validity test: to ensure that each item in the questionnaire accurately measures the research variables. An item is considered valid if the correlation coefficient ( $r$ -count) is greater than the  $r$ -table value. Reliability test: conducted using Cronbach's Alpha, with a coefficient above 0.70 indicating that the instrument is reliable. The regression model applied in this study is expressed as:  $Y = a + bX$ ,  $Y$  = Employee Performance,  $X$  = Digital Leadership,  $a$  = Constant  $b$  = Regression Coefficient.

The  $t$ -test will be used to examine whether the hybrid working environment significantly affects employee performance. According to Hair (2022), the hypothesis will be accepted if the  $t$ -count value is greater than the  $t$ -table value or if the significance level ( $p$ -value) is below 0.05.

This test was conducted to measure the proportion of variance in employee performance that can be explained by the hybrid working environment. The  $R^2$  value ranges from 0 to 1, where values closer to 1 indicate a stronger influence of the independent variable. Through this methodology, the study is expected to provide empirical evidence on how the hybrid working environment influences employee performance, offering both statistical findings and practical implications for public sector organizations, particularly in the Department of Employment, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency.

## Results

### 4.1 Descriptive Analysis

The initial step in the descriptive analysis is to examine the key summary statistics for the two primary composite variables. This provides a high-level overview of the data and its general characteristics.

**Table 1. Descriptive Statistics**

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Workplace Facilities (WF)	35	3.60	5.00	4.38	0.42
Employee Performance (KP)	35	4.00	5.00	4.38	0.34

As shown in the table above, the analysis of the composite variables yields highly positive and consistent results. The composite Workplace Facilities variable, with a mean score of 4.38, indicates that, on average, employees hold a very favorable perception of the facilities in their work environment. This mean is notably high on the 5-point scale, suggesting that the majority of respondents rated the facilities as "Agree" or "Strongly Agree." The composite Employee Performance variable, with an identical mean of 4.38, suggests that employee performance is also rated as consistently very good. These high average scores for both variables underscore a strong positive sentiment across the sample.

Furthermore, the low standard deviation values are a significant finding. A standard deviation of 0.42 for Workplace Facilities and 0.34 for Employee Performance indicates that the data points are tightly clustered around the mean. This suggests a high degree of consistency and consensus in the responses. In other words, there is very little variability in how the respondents perceive both the workplace facilities and employee performance. The results suggest that these two factors are perceived consistently and positively across the sample, reinforcing the strength of the positive sentiment observed in the mean scores.

### 4.2 Validity and Reliability Tests

Validity was assessed using Pearson's correlation coefficient ( $r$ \_value) by comparing the score of each individual item to the total score of its respective variable (composite score). The critical  $r$ \_table value for a sample size of  $N=35$  at a 5% significance level (two-tailed) is 0.325. An item is considered valid if its  $r$ \_value is greater than  $r$ \_table.

The analysis confirmed that all 14 questionnaire items (WF1-WF5 and KP1-KP9) were valid. The correlation coefficients for each item with their respective composite variable scores

were found to be well above the critical  $r_{\text{table}}$  value, indicating that each item effectively measures the variable it is intended to measure.

Reliability was assessed using Cronbach's Alpha, a measure of internal consistency. A research instrument is generally considered reliable if its Cronbach's Alpha value is greater than 0.60, a benchmark supported by sources such as Ghozali (2016).

**Table 2. Reliability Results**

Variable	Cronbach's Alpha	Benchmark	Result
Workplace Facilities (WF)	0.92	> 0.60	Reliable
Employee Performance (KP)	0.95	> 0.60	Reliable

Both the Workplace Facilities and Employee Performance scales yielded Cronbach's Alpha values significantly above the 0.60 benchmark. The Workplace Facilities scale achieved a Cronbach's Alpha of 0.92, while the Employee Performance scale achieved a value of 0.95. These values indicate that the scales are highly reliable and consistent in measuring their respective variables. The analysis confirms that the research instrument is both valid and reliable. All questionnaire items effectively measure their respective variables, and the scales demonstrate a very high degree of internal consistency. The data is therefore suitable for further statistical analysis, such as regression testing.

### 4.3 Regression Analysis

#### 4.3.1 Simple Linear Regression

A simple linear regression analysis was conducted to evaluate the effect of the Workplace Facilities (WF) environment on Employee Performance (KP) in the public sector of Serdang Bedagai Regency. The analysis used the composite scores for both variables derived from the provided data.

**Table 3. Regression Results**

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	2.508	0.887	–	2.827	0.008
Workplace Facilities	0.428	0.201	0.385	2.127	0.041

Based on the analysis, the regression equation can be expressed as:  $Y = 2.508 + 0.428X$ . The regression coefficient (B) for the Workplace Facilities variable is 0.428. This indicates that for every one-point increase in the average Workplace Facilities score, Employee Performance is expected to increase by 0.428 points, assuming other factors remain constant. The significance value (p-value) of 0.041, which is less than the 0.05 significance level, confirms a significant and positive relationship between the two variables.

The regression analysis reveals a significant and positive relationship between Workplace Facilities and Employee Performance. The regression coefficient ( $B=0.428$ ,  $t=2.127$ ,  $p=0.041$ ) suggests that an improvement in workplace facilities leads to improved employee performance. Furthermore, the standardized beta coefficient ( $Beta=0.385$ ) indicates that the effect of the workplace facilities variable on employee performance is moderately strong. This finding supports the idea that the quality of the work environment positively impacts employee outcomes within the organization.

#### 4.3.2 Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) was calculated to measure the proportion of variance in Employee Performance that can be explained by Workplace Facilities.

**Table 4. Coefficient of Determination**

Model	R	$R^2$	Adjusted $R^2$
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1	0.385	0.148	0.123
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The analysis results show that the  $R^2$  value is 0.148, which means 14.8% of the variance in Employee Performance can be explained by Workplace Facilities. The remaining 85.2% of the variance is influenced by other factors not included in this research model, such as leadership, motivation, or other aspects of the work environment.

The correlation coefficient ( $R=0.385$ ) indicates a moderate relationship between the two variables, which is consistent with the statistically significant regression results. This finding confirms that while Workplace Facilities has a positive contribution, its effect is part of a larger, more complex set of determinants of employee performance within the context of this study..

#### 4.3.3 Hypothesis Testing (t-Test)

Hypothesis testing was performed using a t-test to determine whether the independent variable (Workplace Facilities) has a positive and significant influence on the dependent variable (Employee Performance).

**Table 5. t- Test Result**

Model	B	Std. Error	Beta	t
(Constant)	2.508	0.887	–	2.827
Workplace Facilities	0.428	0.201	0.385	2.127

The calculated t-value ( $t_{\text{calculated}}$ ) for the Workplace Facilities variable is 2.127. This value is compared to the critical t-value ( $t_{\text{table}}$ ) for the degrees of freedom (df), calculated as  $N - k - 1$ , where  $N=35$  and  $k=1$ . Therefore,  $df = 35 - 1 - 1 = 33$ . For a one-tailed test with a significance level of  $\alpha=0.05$ , the critical t-value is 1.6924. Since the calculated t-value (2.127)  $>$  the critical t-value (1.6924), the null hypothesis ( $H_0$ ) is rejected and the alternative hypothesis ( $H_a$ ) is accepted.

Furthermore, the significance value (p-value) for the Workplace Facilities variable is 0.041. Since the p-value (0.041)  $<$  the significance level  $\alpha$  (0.05), the null hypothesis ( $H_0$ ) is rejected.

Based on the t-test results, it can be concluded that the quality of the workplace facilities has a positive and significant influence on employee performance in the public sector of Serdang Bedagai Regency. This finding supports the idea that the work environment is not merely a background factor but a determinant that translates into tangible, measurable performance gains.

## Conclusion

Based on the comprehensive analysis of the research data, this study successfully addresses its primary objectives, which were to analyze the effect of workplace facilities on employee performance and to provide empirical evidence for this relationship at the Department of Manpower, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency. The findings from this research confirm several key conclusions:

First, the descriptive analysis reveals a prevailing positive sentiment among employees regarding both the current state of workplace facilities and their own performance. The consistently high mean scores and low standard deviations for both variables indicate a strong and uniform perception that the work environment is highly supportive, and employee performance is consistently robust. This finding serves as a positive benchmark and a testament to the current organizational climate.

Second, the validity and reliability tests confirm that the research instrument is well-suited for measuring these constructs. The high Cronbach's Alpha values demonstrate the strong

internal consistency and reliability of the scales, ensuring the integrity and trustworthiness of the collected data.

Third, and most importantly, the inferential analysis provides conclusive empirical evidence that workplace facilities have a positive and statistically significant influence on employee performance. The regression analysis and hypothesis testing unequivocally demonstrate that a direct relationship exists between these two variables. The regression coefficient indicates that improvements in facilities are associated with tangible gains in performance. While the coefficient of determination ( $R^2$ ) suggests that workplace facilities account for only 14.8% of the variance in employee performance, this is a meaningful contribution and confirms that this factor is a significant determinant among a wider array of variables.

In conclusion, this study validates the premise that workplace facilities are not merely a background component of the work environment but a strategic asset that directly contributes to enhanced employee performance. The findings support the notion that by prioritizing investments in facilities, government agencies can tangibly improve the quality and effectiveness of their human resources. The results of this study offer valuable theoretical contributions to the field of human resource management in the public sector and provide actionable insights for decision-makers at the Department of Manpower, Cooperatives, and Small–Medium Enterprises of Serdang Bedagai Regency to optimize their resources for greater organizational effectiveness.

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