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The Influence of Work Facilities and Organizational Climate on Employee Performance: The Mediating Role of Work Motivation at The East Jambi District Office Jambi City

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Abstract: This study aims to describe the condition of work facilities, organizational climate, work motivation, and employee performance at the East Jambi District Office, Jambi City. It also examines the direct and indirect effects of work facilities and organizational climate, both partially and simultaneously, on work motivation and employee performance, as well as the effect of work motivation on employee performance. To achieve these objectives, the study is supported by relevant theoretical frameworks concerning work facilities, organizational climate, work motivation, and employee performance. In addition, previous studies published in journals and theses were reviewed to provide empirical support for the research. The population consisted of 62 civil servants (ASN) employed at the East Jambi District Office in 2025. Data were analyzed using path analysis, followed by hypothesis testing through the F-test (simultaneous effect) and t-test (partial effect). The results indicate that work facilities and organizational climate jointly explain 74.8% of the variance in work motivation, while the remaining 25.2% is explained by other factors outside the model. Furthermore, work facilities and organizational climate account for 72.1% of the variance in employee performance. Work motivation has a positive and significant effect on employee performance, contributing 60% to its variance, while the remaining 40% is influenced by other variables not examined in this study. The study concludes that work facilities are perceived to be in a good condition, the organizational climate is fairly good, work motivation is moderately high, and employee performance is high. Moreover, work facilities and organizational climate have positive and significant effects, both partially and simultaneously, on work motivation and employee performance. Work motivation also has a positive and significant effect on employee performance.

Keyword: Work Facilities, Organizational Climate, Work Motivation, Employee Performance.

INTRODUCTION

Human resources are recognized as one of the most valuable assets in an organization because they play a crucial role in achieving organizational goals and improving organizational

performance. Effective human resource management enables organizations to optimize employees' capabilities through proper planning, development, motivation, and performance evaluation (Hasibuan, 2016). In public sector organizations, employee performance is particularly important because it directly affects the quality of public services delivered to the community. Consequently, improving employee performance has become a strategic priority for government institutions in promoting effective, efficient, and accountable public service delivery. Employee performance is influenced by various organizational factors, among which work facilities and organizational climate are considered fundamental determinants.

Work facilities refer to both physical and non-physical resources provided by an organization to support employees in performing their duties effectively, including office space, computer equipment, operational vehicles, and other supporting facilities. The availability of adequate work facilities enables employees to carry out their responsibilities more efficiently, thereby enhancing organizational productivity (Robbins, 2012). Conversely, inadequate work facilities may hinder job performance, reduce work efficiency, and ultimately lead to lower employee performance.

In addition to work facilities, organizational climate is another important factor influencing employees' attitudes and behaviors in the workplace. Organizational climate reflects employees' shared perceptions of organizational policies, leadership practices, communication patterns, and the overall working environment (Litwin & Stringer, 1968). A positive organizational climate encourages collaboration, trust, and organizational commitment, whereas an unfavorable organizational climate may reduce job satisfaction and employee productivity. Therefore, organizations are expected to establish a supportive work environment that enables employees to perform their duties optimally.

The relationship between work facilities, organizational climate, and employee performance is closely associated with work motivation. According to Herzberg's Two-Factor Theory, work facilities represent hygiene factors that prevent job dissatisfaction, while organizational conditions and recognition contribute to employees' intrinsic motivation (Herzberg, 1959). Work motivation is defined as the internal drive that encourages employees to perform their tasks enthusiastically and achieve organizational objectives (Steers, 2008; Sutrisno, 2010). Employees with higher levels of motivation generally demonstrate stronger organizational commitment and achieve better performance than those with lower motivation (Rahman, 2013). Accordingly, work motivation is expected to mediate the relationship between organizational conditions and employee performance.

The organizational climate at the East Jambi District Office has undergone considerable changes due to leadership transitions and employee rotations. Changes in the positions of district heads (camat) and village heads (lurah) have resulted in adjustments to organizational policies, work programs, and managerial practices, requiring employees to adapt to new working conditions. These organizational changes may influence employees' perceptions of their work environment and subsequently affect their level of work motivation in achieving organizational objectives.

Employee motivation is also supported through the implementation of the Employee Additional Income Allowance (Tambahan Penghasilan Pegawai—TPP) introduced by the Jambi City Government. The amount of the allowance is determined based on employees' attendance records and monthly performance evaluations. Although financial incentives are expected to enhance employee motivation, they may not fully compensate for inadequate work facilities or an unfavorable organizational climate. Therefore, work motivation is considered an important mechanism through which organizational conditions influence employee performance.

Previous studies have reported that organizational climate and work motivation significantly affect employee performance (Hariansyah et al., 2023). Likewise, Pamungkas et al. (2022), and Bintang et al. (2025, found that work motivation partially mediates the

relationship between organizational climate and employee performance. Nevertheless, most previous studies have examined work facilities, organizational climate, and work motivation separately or within different organizational contexts. Furthermore, empirical studies simultaneously investigating the direct and indirect effects of work facilities and organizational climate on employee performance through work motivation remain limited, particularly within local government institutions at the district level. This research gap provides the primary rationale for conducting the present study in the context of public sector organizations.

Based on the theoretical framework, previous empirical findings, and the observed organizational phenomena, this study aims to describe the conditions of work facilities, organizational climate, work motivation, and employee performance at the East Jambi District Office, Jambi City. Furthermore, this study examines the direct and indirect effects of work facilities and organizational climate on work motivation and employee performance, analyzes the effect of work motivation on employee performance, and investigates the mediating role of work motivation in the relationship between work facilities, organizational climate, and employee performance. The findings are expected to provide empirical evidence that contributes to the development of human resource management practices and supports efforts to improve the quality of public services at the East Jambi District Office, Jambi City.

METHOD

This study employed a quantitative approach using an explanatory research design to examine the relationships among work facilities, organizational climate, work motivation, and employee performance. The research was conducted at the East Jambi District Office and all village administrative offices (kelurahan) within the East Jambi District, Jambi City, Indonesia.

The study population consisted of all civil servants employed at the East Jambi District Office and the village administrative offices within the district, totaling 63 employees. Since the population comprised fewer than 100 individuals, a total sampling (census) technique was employed, whereby all members of the population were included as research respondents. However, the researcher, who was also part of the population, was excluded from the sample to avoid potential research bias. Consequently, the final sample consisted of 62 civil servants.

Primary data were collected through a structured questionnaire distributed to all respondents. The research instrument employed a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Four variables were examined in this study: work facilities as the first independent variable, organizational climate as the second independent variable, work motivation as the intervening (mediating) variable, and employee performance as the dependent variable. The measurement indicators for each variable were adapted from established theories and previous empirical studies.

Prior to hypothesis testing, the research instrument was evaluated using validity and reliability tests to ensure its adequacy and consistency. Descriptive statistical analysis was conducted to describe the characteristics of each research variable. Furthermore, path analysis was employed to examine the direct and indirect effects of work facilities and organizational climate on employee performance through work motivation. Hypotheses were tested using the t-test for partial effects and the F-test for simultaneous effects at a 5% significance level. In addition, the coefficient of determination (R^2) was calculated to assess the explanatory power of the proposed research model in explaining the variance of the dependent variable.

RESULTS AND DISCUSSION

The demographic characteristics of the respondents included in this study at the East Jambi District Office are presented based on gender and educational attainment, as shown in the following table.

Table 1. Respondent Characteristics by Gender and Educational Attainment

No.	Respondent Characteristics	Frequency	Percentage (%)
Gender			
1	Male	27	43,55
2	Female	35	56,45
	Total	62	100
Educational Attainment			
1	Master's Degree (S2)	3	4,84
2	Bachelor's Degree (S1)	49	79,03
3	Diploma III	7	11,29
4	Senior High School or Equivalent	3	4,84
	Total	62	100

Source: Processed Data (2026).

Descriptive statistical analysis was conducted to describe the respondents' perceptions of each research variable, namely work facilities (X_1), organizational climate (X_2), work motivation (Y), and employee performance (Z) at the East Jambi District Office.

Table 2. Descriptive Analysis Results of the Research Variables

Variable	Expected Category	Total Score	Assessment Category
Work Facilities (X_1)	Good	1.704	Good
Organizational Climate (X_2)	High	2.735	Fairly Good
Work Motivation (Y)	High	3.790	Moderately High
Employee Performance (Z)	High	2.349	High

Source: Processed Data (2026).

The research instrument was tested to ensure that each questionnaire item met the required standards of validity and reliability. The first stage involved a validity test using the Pearson Product–Moment correlation technique based on data collected from 62 respondents. Given the sample size, the critical r -value was 0.250 at a 5% significance level, which served as the criterion for determining the validity of each questionnaire item. Subsequently, reliability was assessed using Cronbach's Alpha to evaluate the internal consistency of the research instrument. An instrument is considered reliable if it has a Cronbach's Alpha coefficient of at least 0.60 (Sekaran & Bougie, 2016). The results of the validity and reliability tests are presented in the following table.

Table 3. Results of the Instrument Validity and Reliability Tests

Item	r-count	r-table	Information	Cronbach's Alpha	Rule of Thumb	Information
Work Facilities (X ₁)						
X ₁ -1	0,798	0,2500	Valid	0,838	0,60	Reliable
X ₁ -2	0,758	0,2500	Valid			
X ₁ -3	0,626	0,2500	Valid			
X ₁ -4	0,666	0,2500	Valid			
X ₁ -5	0,590	0,2500	Valid			
X ₁ -6	0,754	0,2500	Valid			
X ₁ -7	0,689	0,2500	Valid			
X ₁ -8	0,590	0,2500	Valid			
Organizational Climate (X ₂)						
X ₂ -1	0,675	0,2500	Valid	0,778	0,60	Reliable
X ₂ -2	0,661	0,2500	Valid			
X ₂ -3	0,739	0,2500	Valid			
X ₂ -4	0,613	0,2500	Valid			
X ₂ -5	0,661	0,2500	Valid			
X ₂ -6	0,531	0,2500	Valid			

Item	r-count	r-table	Information	Cronbach's Alpha	Rule of Thumb	Information
X ₂ -7	0,507	0,2500	Valid	0,838	0,60	Reliable
X ₂ -8	0,587	0,2500	Valid			
X ₂ -9	0,590	0,2500	Valid			
X ₂ -10	0,612	0,2500	Valid			
X ₂ -11	0,754	0,2500	Valid			
X ₂ -12	0,361	0,2500	Valid			
X ₂ -13	0,273	0,2500	Valid			
Work Motivation (Y)						
Y-1	0,658	0,2500	Valid			
Y-2	0,677	0,2500	Valid			
Y-3	0,543	0,2500	Valid			
Y-4	0,600	0,2500	Valid			
Y-5	0,530	0,2500	Valid			
Y-6	0,514	0,2500	Valid			
Y-7	0,582	0,2500	Valid			
Y-8	0,489	0,2500	Valid			
Y-9	0,565	0,2500	Valid			
Y-10	0,520	0,2500	Valid			
Y-11	0,428	0,2500	Valid			
Y-12	0,409	0,2500	Valid			
Y-13	0,377	0,2500	Valid			
Y-14	0,433	0,2500	Valid			
Y-15	0,425	0,2500	Valid			
Y-16	0,433	0,2500	Valid			
Y-17	0,707	0,2500	Valid			
Y-18	0,473	0,2500	Valid			
Employee Performance (Z)				0,862	0,60	Reliable
Z-1	0,746	0,2500	Valid			
Z-2	0,683	0,2500	Valid			
Z-3	0,727	0,2500	Valid			
Z-4	0,768	0,2500	Valid			
Z-5	0,741	0,2500	Valid			
Z-6	0,670	0,2500	Valid			
Z-7	0,685	0,2500	Valid			
Z-8	0,672	0,2500	Valid			
Z-9	0,725	0,2500	Valid			
Z-10	0,655	0,2500	Valid			
Z-11	0,359	0,2500	Valid			

Source: Processed Data (2026).

The validity test results presented in Table 3. indicate that all questionnaire items for each research variable met the required validity criteria. This is evidenced by the Pearson Product–Moment correlation coefficients (r-values), all of which were positive and exceeded the critical r-value of 0.250. According to the validity testing criterion, an item is considered valid when its calculated r-value is greater than the critical r-value. Therefore, all measurement indicators were confirmed to adequately represent their respective constructs and exhibited strong correlations with the total scores of their corresponding variables.

Furthermore, the reliability test results showed that all research variables achieved Cronbach's Alpha coefficients above the minimum acceptable threshold of 0.60. These findings indicate that the research instrument possesses a high level of internal consistency, ensuring that the collected data are stable and reliable. Consequently, all measurement instruments used in this study were considered reliable and appropriate for subsequent data collection and statistical analysis.

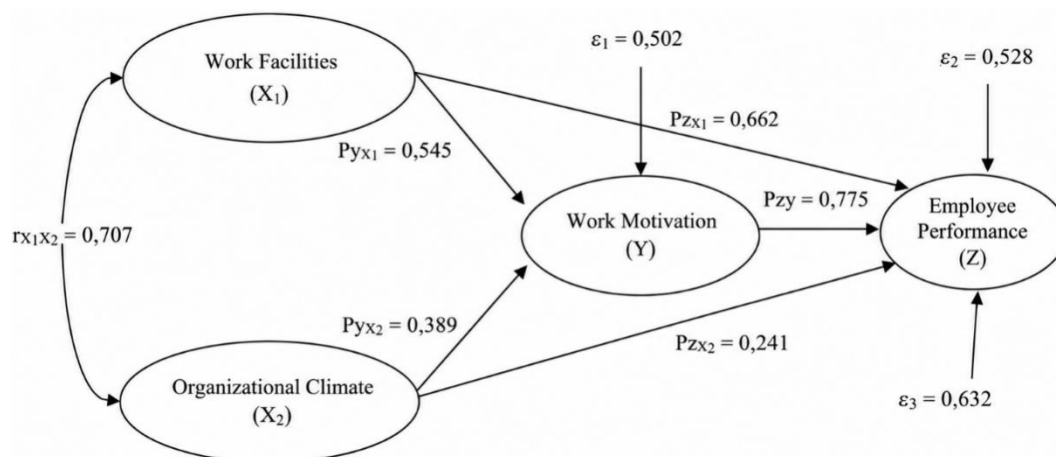
To achieve the research objectives, the proposed research model was divided into three sub-models. The first sub-model was used to test Hypothesis 2, the second sub-model was designed to test Hypothesis 3, and the third sub-model was employed to test Hypothesis 4. The SPSS results obtained from each sub-model are presented and summarized in the following table.

Tabel 4. Output SPSS

Model	Unstandardized Coefficients		Standardized Coefficients	t	F	Sig.
	B	Std. Error	Beta			
X1 – Y	.907	.154	.545	5.891		.000
X2 - Y	.517	.123	.389	4.204		.000
X1, X2 - Y					87.391	.000
X1 – Z	.820	.120	.662	6.809		.000
X2 - Z	.238	.096	.241	2.479		.016
X1, X2 - Z					76.375	.000
Y - Z	.577	.061	.775	9.497		.000

Source: Processed Data (2026).

Based on the SPSS output, the proposed structural equation model is illustrated in the following figure.


Figure 1. Path Analysis Results

The results of the analysis of the direct and indirect effects of work facilities and organizational climate on work motivation are presented and summarized in the following table.

Table 5. Summary of the Direct and Indirect Effects of Work Facilities and Organizational Climate on Work Motivation

Variable	Effect		Indirect Effect	Total Effect
	Direct	Indirect		
		X ₁ X ₂		
Work Facilities (X ₁)	29,70%	14,99%	14,99%	44,69%
Organizational Climate (X ₂)	15,13%	14,99%	14,99%	30,12%
Combined Effect of X ₁ and X ₂ on Work Motivation (Y)				74,81%
Other Factors				25,19%

Source: Processed Data (2026).

The combined contribution of work facilities and organizational climate to work motivation is reflected in the coefficient of determination (R^2) obtained from the Model Summary output, as presented in the following table.

Table 6. Coefficient of Determination (R^2) of Work Facilities and Organizational Climate on Work Motivation
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 ^a	.748	.739	2.893

Source: Processed Data (2026).

As shown in Table 6, the coefficient of determination (R^2) is 0.748. This indicates that 74.8% of the variance in work motivation can be explained by work facilities and organizational climate, while the remaining 25.2% is attributable to other factors not included in the first structural model.

The results of the analysis of the direct and indirect effects of work facilities and organizational climate on employee performance are summarized in the following table.

Table 7. Summary of the Direct and Indirect Effects of Work Facilities and Organizational Climate on Employee Performance

Variable	Effect		Indirect Effect	Total Effect
	Direct	Indirect		
		X_1	X_2	
Work Facilities (X_1)	43,82%		11,28%	55,1%
Organizational Climate (X_2)	5,81%	11,28%	11,28%	17,09
Combined Effect of Work Facilities (X_1) and Organizational Climate (X_2) on Employee Performance (Z)				72,19%
Other Factors				27,81%

Source: Processed Data (2026).

The combined contribution of work facilities and organizational climate to employee performance is reflected in the coefficient of determination (R^2) obtained from the Model Summary output, as presented in the following table.

Table 8. Coefficient of Determination (R^2) of Work Facilities and Organizational Climate on Employee Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.849 ^a	.721	.712	2.264

Source: Processed Data (2026).

As shown in Table 8. the coefficient of determination (R^2) is 0.721. This indicates that 72.1% of the variance in employee performance can be explained by work facilities and organizational climate, while the remaining 27.9% is attributable to other factors not included in the first structural model.

Furthermore, the extent to which work motivation contributes to employee performance can be determined from the coefficient of determination (R^2), as presented in the following table.

Table 9. Coefficient of Determination (R^2) of Work Motivation on Employee Performance
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.775 ^a	.600	.594	2.688

Source: Processed Data (2026).

As shown in Table 9, the coefficient of determination (R^2) is 0.600, indicating that 60.0% of the variance in employee performance can be explained by work motivation, while the remaining 40.0% is attributable to other factors not included in the research model.

Discussion

The hypothesis testing results indicate that work facilities and organizational climate have positive and significant effects on work motivation. The availability of adequate work facilities enhances employees' comfort and enthusiasm in performing their duties, while a supportive organizational climate fosters a work environment that encourages higher levels of motivation. These findings are consistent with previous studies conducted by Ekhsan (2019), Senen et al. (2021), Aktarina (2015), and Agimat et al. (2023), all of which reported that work facilities and organizational climate significantly influence employees' work motivation.

The results further reveal that work facilities and organizational climate have positive and significant effects on employee performance. Adequate work facilities enable employees to complete their tasks more effectively and efficiently, whereas a positive organizational climate creates a supportive work environment that enhances productivity. These findings are consistent with those reported by Hendri and Rizki (2021) and Karina et al. (2013), who concluded that work facilities and organizational climate are important determinants of employee performance.

Furthermore, work motivation was found to have a positive and significant effect on employee performance. Employees with higher levels of work motivation tend to perform their duties more effectively and are more capable of achieving organizational objectives. This finding supports the studies of Aisyah et al. (2012), Ady and Wijono (2013), and Zahari et al. (2024), which identified work motivation as a key factor in improving employee performance.

Finally, the findings demonstrate that work motivation mediates the relationship between work facilities, organizational climate, and employee performance. Adequate work facilities and a supportive organizational climate not only exert direct positive effects on employee performance but also enhance employees' work motivation, which subsequently contributes to improved performance. These results suggest that improving the quality of work facilities and fostering a positive organizational climate are essential strategies for sustaining employee motivation and enhancing organizational performance.

CONCLUSION

This study concludes that work facilities at the East Jambi District Office are perceived to be in a good condition, while the organizational climate is considered fairly good. In addition, employees' work motivation is categorized as moderately high, and employee performance is classified as high. The hypothesis testing results demonstrate that work facilities and organizational climate have positive and significant effects on both work motivation and employee performance. Furthermore, work motivation has a positive and significant effect on employee performance and serves as a mediating variable in the relationship between work facilities, organizational climate, and employee performance. These findings indicate that providing adequate work facilities and fostering a supportive organizational climate are essential factors in enhancing employees' motivation and performance.

Based on these findings, the East Jambi District Office should continue to improve the quality of work facilities, create a more conducive working environment, strengthen its employee reward system, and support employee development programs to sustain and enhance work motivation and performance. Future studies are encouraged to extend the proposed research model by incorporating additional variables that may influence employee performance and by examining broader organizational settings to improve the generalizability of the findings.

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