

The Role of Facilities and Discipline in Improving Human Resource Performance Through Motivation as a Mediating Variable in the Non-Formal Educational Institution Ipi-Leppindo

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Abstract. *The purpose of this research is to obtain an overview of the facilities, discipline, motivation and performance of employees at IPI-LEPPINDO; and to determine the simultaneous and partial influence of direct and indirect facilities and discipline on employee motivation and performance; and to analyze the effect of motivation on employee performance. To answer the research objectives, this research is supported by theoretical studies related to research variables, namely facilities, discipline, motivation and performance. In addition, the author also looks for relevant previous research in the form of articles/journals to support this research. The population in this study were IPI-LEPPINDO employees, totaling 54 employees. The data analysis technique used in this research is through path analysis followed by hypothesis testing through the F test (Simultaneous) and t test (Partial). From the path analysis test carried out, the results were obtained that facilities and discipline have an influence on employee motivation and performance directly and indirectly simultaneously and partially. This explains that the better the facilities provided by management for employees, as well as the higher the level of employee discipline when completing work, this will also motivate employees to improve their performance in the organization. This research concludes that the facilities, discipline, motivation and performance of employees at IPI-LEPPINDO are in very good and very high condition. Apart from that, facilities and discipline simultaneously and partially have a positive and significant influence on employee motivation and performance at IPI-LEPPINDO. Likewise, motivation has a positive and significant influence on employee performance.*

Keywords: *Discipline; Facilities; Motivation; Performance.*

1. Introduction

Human resources are the central figure in any organization or company. The higher the employee's skills, the higher the organization's performance. Conversely, the lower the employee's skills, the lower the organization's performance. For management activities to run smoothly, organizations must have employees with the skills and competencies to

manage the organization optimally, thereby improving employee performance.

Human resource (HR) performance is the work results in terms of quality and quantity achieved by a person in carrying out their duties in accordance with the responsibilities given.

According to Gomes (2012) Performance is a work performance that is the result of work produced by employees or real behavior displayed according to their role in the organization. Hasibuan (2014) Performance is the work results achieved by someone in carrying out the tasks assigned to him based on skills, experience, sincerity, and time Mangkunegara (2014) Performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Human resource performance is crucial because it impacts organizational success. Human resources are a key asset within an organization, determining the effectiveness and efficiency of achieving goals. Here are some reasons why human resource performance is important:

- 1) Increase organizational competitiveness in facing global competition
- 2) Determining the long-term survival of the organization
- 3) Increase customer satisfaction and work productivity.
- 4) Contribute to achieving the company's strategic goals.

Each person's performance can be influenced by several factors, such as facilities, discipline, and motivation. Facilities are one of the factors that support an employee's work in carrying out the tasks assigned by the company. According to (Hasibuan, 2014), good work facilities with appropriate tools support more conducive employee performance, thus making work more effective and efficient in accordance with company goals.

Facilities are physical means that support organizational activities, used in company or institutional activities, and have a relatively permanent useful life and provide benefits in the future. According to Moenir (2014), facilities are something that is used, worn, occupied, and enjoyed by employees in direct relation to work or to facilitate work. Work facilities are tools provided by the company to support the company's tone in achieving the goals set by the controller (Barry, 2012).

Furthermore, according to Alma (2009), facilities are physical equipment to provide convenience to users so that the needs of the users of these facilities can be met.

Work discipline is the ability and attitude to control oneself to comply with regulations set by the company in order to achieve goals. According to Rivai (2014), the definition of good discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. According to Siswadi (2016), discipline is the most important operative function of human resource management because the better the employee's discipline, the higher their productivity level. Without good discipline, it is difficult for an

organization or company to achieve optimal results. According to Sinambela (2018) states that work discipline is a person's ability to work regularly, diligently, and continuously in accordance with applicable regulations and not violate established rules. Meanwhile, according to Safitri (2013), work discipline is the attitude of a person or group that obeys and complies with applicable regulations or rules in carrying out their duties and obligations in an organization to achieve goals.

The following is the implementation of discipline that is manifested in the absence of IPI-LEPPINDO employees as follows:

Table IPI-LEPPINDO Employee Absentee Rate 2020-2023

Year	Number of employees	Number of Working Days	Total Working Days	Violation of Working Hours			Number of Customers	Percentage of Violations
				A	TM	CP		
2020	56	285	15,960	22	146	41	209	1.30
2021	59	287	16,933	24	170	56	250	1.47
2022	55	287	15,785	28	153	63	244	1.54
2023	54	287	15,498	27	133	69	229	1.47
Average Percentage of Violations							233	1.44

Source: HRD IPI-LEPPINDO

Information:

A : Absent / Without TM Information : Late Arrival

CP : Hurry home

The table shows that in the last four years, IPI-LEPPINDO employees' indiscipline in the form of unexcused absences from the workplace has fluctuated and tended to increase. The average number of unexcused absences for IPI-LEPPINDO employees over the past four years was 1.44%, with a relatively high percentage of employee violations, averaging 233 times over the past four years. Violations such as being late to work and leaving work early are important factors in the work discipline variable. According to Sutrisno (2019), good employee discipline will certainly accelerate company goals, while declining or declining discipline will become an obstacle and slow down company achievements. Based on previous research, Safitri (2013) and Setiawan (2013) stated that there is an influence between work discipline and employee performance, in line with research by Jufrisen, J. (2021) and Arda (2017) which stated that there is a significant influence between work discipline and employee performance. Good discipline can illustrate the extent of a person's sense of responsibility for the tasks assigned to him. This encourages work passion, work enthusiasm towards employees and realizes the goals of the institution.

Employee motivation is the drive, whether internal or external, to take action to achieve a predetermined goal within an organization or company. Employee motivation in an organization or company can be considered simple or complex, as humans are naturally motivated by what they desire. The challenge with this work motivation is that it can be difficult to determine rewards, as what is considered important to one person may not be important to another.

The institution highly expects high employee performance. The more high-performing employees there are, the higher the company's overall productivity, enabling it to survive in global competition. Employees are expected to complete their tasks and responsibilities effectively and efficiently. Employee success can be measured by customer satisfaction, optimal target achievement, and reduced churn.

IPI-LEPPINDO employee performance can also be measured through the completion of their tasks effectively and efficiently and carry out their roles and functions and all of these are linearly and positively related to the success of a company. There are negative factors that can reduce employee performance, including a decrease in employee desire to achieve work performance, lack of punctuality in completing work so that they do not comply with regulations, influences originating from their environment, and the absence of examples that should be used as a reference in achieving good work performance.

Based on the research results of Warongan and Lumintang (2022), it shows that facilities do not have a significant effect on employee performance at PT. Jordan Bakery Tomohon. This means that there is no influence between physical and non-physical work environment variables on employee performance. Improving employee performance in a company requires creating a comfortable work atmosphere, of course, supported by adequate work environment conditions, both the physical work environment which includes work space, work equipment, workplace cleanliness and also the non-physical work environment which includes the relationship between leaders and subordinates and relationships between fellow employees.

2. Research Methods

This research object is IPI-LEPPINDO. Where the population in the study was 54 employees. This research is more directed at the Influence of Facilities and Discipline through Work Motivation and its impact on Employee Performance at IPI-LEPPINDO. In this study the independent variables are Facilities (X1) and Discipline (X2), while the intervening variable is Motivation (Y) and the dependent variable is Employee Performance (Z). Data is anything that is known or considered to have properties that can provide an overview of a situation or problem (Supranto, in Sarwono, J. 2012).

3. Results and Discussion

The following will explain the profile of the respondents based on Gender, Age, Education Level and Length of Service, which has been distributed to 54 respondents. Based on the

results of data collection through the distribution of questionnaires to employees who were used as respondents, the characteristics of each respondent can be known with the hope that this information can be used as input which will be described as follows.

Gender can basically determine a person's activities in carrying out their work, based on research conducted, the number of male respondents is greater than female. Educational level fundamentally influences a person's mindset. The higher the education level, the more advanced their mindset. However, there are also cases where individuals with a low level of education have a more advanced mindset. Data Quality Test Results Data quality testing or instrument testing is conducted to determine the level of validity and consistency (reliability) of the research measurement tool, thus obtaining question/statement items that are suitable for use as measurement tools for research data collection. Validity testing is conducted by correlating each statement with the total score for each variable. Data can be said to be valid if the calculated r value is greater than the table r value with a significance level of 5%. The table r value itself is taken using the formula $df = 54 - 2 = 52$, resulting in an r table value of 0.2681. The validity or validity of research results is largely determined by the data obtained from the measuring tool used. To test whether the measuring tool (instrument) used meets the requirements of a good measuring tool, thus producing data that is in accordance with what is measured, the following are the results of the validity test and reliability test.

Construct validity testing with SPSS 27.0 is done using Correlation. The criteria, the instrument is valid if the correlation value (Pearson correlation) is positive, and the correlation probability value [sig. (2-tailed)] < significance level (α) of 0.05. The following are the results of the validity test of the research variables.

TableResults of the Validity Test of the Facility Variable Instrument (X1)

Variables	Statement Items	Pearson Correlation (r-count)	r table	Sig. (2-tailed)	Conclusion
Facilities (X1)	P1	0.702	0.2681	0,000	Valid
	P2	0.663	0.2681	0,000	Valid
	P3	0.611	0.2681	0,000	Valid
	P4	0.406	0.2681	0.002	Valid
	P5	0.330	0.2681	0.015	Valid
	P6	0.710	0.2681	0,000	Valid
	P7	0.442	0.2681	0.001	Valid
	P8	0.493	0.2681	0,000	Valid
	P9	0.446	0.2681	0.001	Valid
Variables	Statement Items	Pearson Correlation (r-count)	r table	Sig. (2-tailed)	Conclusion
	P10	0.712	0.2681	0,000	Valid
	P11	0.630	0.2681	0,000	Valid
	P12	0.382	0.2681	0.004	Valid

Source: SPSS 27.0 output

Once the statements made in this study have been determined to be valid, the next step is to conduct a reliability test. Reliability testing is intended to assess the questionnaire's consistency in measuring the same construct, or its stability over time. Consistency of responses is indicated by the high or low Cronbach's alpha coefficient generated from the testing process. The research results produced are as follows:

1) Research Variable Description Statistics

Descriptive statistics of research variables are used to determine the extent to which the indicators used as question items for each variable used in this study, namely Facilities, motivation, motivation and employee performance at IPI-LEPPINDO using a Likert scale. Where each statement item for each indicator of each research variable has a category that can describe the actual situation at IPI-LEPPINDO.

2). Path Analysis

This analysis is one option for studying the dependency of several variables within a model. It's a good method for explaining large data sets and identifying causal relationships. Path analysis models should be based on robust theoretically sound relationships. The goal of this development is to establish the causality to be tested and expressed in equation form before conducting the path analysis. Models are designed based on concepts and theory.

After conducting model testing, the next step is to conduct hypothesis testing to see the influence between the independent variables on the dependent variable, both partially through the t-test and simultaneously through the f-test. The hypothesis testing in this study will be described as follows:

a. Facilities and Discipline Simultaneously Have a Significant Influence on Motivation

To answer the second hypothesis, a simultaneous test (F test) is conducted. The simultaneous test or F test is used to determine whether all independent variables simultaneously have an influence on the dependent variable. This test is conducted by comparing the calculated F value with the F table at a 5% error rate. If the calculated F value is greater than the F table value, then several independent variables simultaneously or together have a significant influence on the dependent variable. Conversely, if the calculated F value is less than the F table value, this indicates that several independent variables simultaneously do not have a significant influence on the dependent variable.

b. Facilities and Discipline Partially Have a Significant Influence on Motivation

To answer the third hypothesis, a partial test (t-test) was conducted. The partial test or t-test is used to determine whether the independent variable partially (individually) has an influence on the dependent variable. This test is conducted by comparing the calculated t value with the t table at a 5% error rate. If the calculated t value is greater than the t table value, then the independent variable partially or individually has a significant influence on the

dependent variable. Conversely, if the calculated t value is less than the t table value, this indicates that the independent variable partially does not have a significant influence on the dependent variable.

c. Facilities and Discipline Partially Have a Significant Influence on Performance

To answer the fifth hypothesis, a partial test (t-test) was conducted. The partial test or t-test is used to determine whether the independent variable partially (individually) has an influence on the dependent variable. This test is conducted by comparing the calculated t value with the t table at a 5% error rate. If the calculated t value is greater than the t table value, then the independent variable partially or individually has a significant influence on the dependent variable. Conversely, if the calculated t value is less than the t table value, this indicates that the independent variable partially does not have a significant influence on the dependent variable.

From the results of the research that has been conducted, the description of facilities, discipline, motivation and employee performance at IPI-LEPPINDO is as follows:

a. Facility

Based on the survey results conducted for the facility variable, it was found that respondents provided varying perceptions regarding the condition of the facilities at IPI-LEPPINDO. Those who stated that they disagreed with the statement were 13%, those who stated that they agreed were 43%, and then those who stated that they strongly agreed with the statement were 44%.

From the 12 proposed statements, the total score for the facilities variable was 2,797. Based on the scale range in Table 3.3, the facilities fall within the range of 2,721.6–3,240, categorizing them as very good. This demonstrates that the facilities at IPI-LEPPINDO are considered excellent in supporting employee performance.

From the survey results conducted, respondents gave a very good perception for the facilities available at IPI-LEPPINDO. Where the highest score based on the survey conducted was in statement twelve, namely "Availability of occupational health and safety guarantees for employees", with a score of 242. This explains that occupational health and safety guarantees for employees currently at IPI-LEPPINDO are in very good condition, so that employees are able to carry out their daily routine tasks well.

According to (Anam & Rahardja, 2017), facilities are the means used to expedite and facilitate the execution of functions. Facilities are used to compare an institution's programs with those of others. The better the facilities used, the better the program will be implemented, thus increasing productivity.

b. Discipline

Based on the survey results conducted for the discipline variable, it was found that

respondents provided diverse perceptions regarding employee discipline at IPI-LEPPINDO. Those who stated that they disagreed with the statement were 4%, those who stated that they agreed were 36%, and then those who stated that they strongly agreed with the statement were 60%.

From the 10 statements submitted, the total score for the discipline variable was 2,460. Based on the scale range in Table 3.4, the discipline variable falls within the range of 2,268–2,700, with a very high criterion. This indicates that employee discipline at IPI-LEPPINDO is categorized as having very high discipline in carrying out its main duties and functions.

c. Motivation

Based on the survey results for the motivation variable, it was found that respondents offered varying perceptions regarding motivation. 5% disagreed with the statement, 36% agreed, and 58% strongly agreed.

From the seven statements submitted, the total score for the motivation variable was 1,713. Based on the scale range in Table 3.5, work motivation ranges from 1,587.6 to 1,890, categorizing it as very high. This indicates that employee motivation at IPI-LEPPINDO is categorized as having very high motivation in carrying out their main duties and functions.

The survey results showed that IPI-LEPPINDO employees have a very high work motivation. The highest score was found in the third statement, "Always well received in the work environment," with a score of 253. This demonstrates that employees are well received among their colleagues in the work environment, providing a unique motivation for their work.

Meanwhile, the lowest score based on the survey conducted was in the sixth statement with the statement "Feeling that the position is in accordance with one's skills and abilities", with a score of 236. This illustrates that employees feel that they are getting a position that is not in accordance with their abilities and skills, thus causing low employee motivation in carrying out their work.

d. Performance

Based on the results of the survey conducted for the performance variable, it was found that the majority of respondents agreed with the statement. 5% disagreed, 41% agreed, and 53% strongly agreed.

From the 10 proposed statements, the total performance variable score was 2,414. When viewed from the scale range in Table 3.6, the performance is in the range of 2,268 - 2,700 with very high criteria. This explains that employee performance at IPI-LEPPINDO is categorized as having very high performance in carrying out their main duties and functions. Meanwhile, the lowest score based on the survey was in the second statement with the statement "Having the ability to be able to complete work beyond what is assigned." This

illustrates that employees are still low in carrying out work that is not their responsibility, resulting in less than optimal work results.

4. Conclusion

Based on the research that has been conducted regarding the influence of facilities and discipline on performance through motivation, the authors draw the following conclusions: Facilities are very good, discipline, motivation and employee performance are very high at IPI-LEPPINDO. Facilities and discipline simultaneously (f test) and partially (t test) have a positive and significant effect on employee motivation at IPI-LEPPINDO. Where the total direct and indirect influence of facilities and discipline together on motivation is 73.03%. Then the direct influence of facilities on motivation is positive at 26.73%, as well as for the indirect influence is positive at 7.75% and the total influence is 34.48%. While the direct influence of discipline on motivation is positive at 30.80%, as well as for the indirect influence is positive at 7.75% and the total influence is 38.55%. Researchers hope that in future research to see what factors can influence employee performance comprehensively, in order to answer other factors (epsilon) that influence employee performance.

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