



The Influence of Workplace Facilities and Training on Motivation and its Impact on Employee Performance at the One-Stop Administration System in Jambi City

Shanti Marantikasari¹, Arna Suryani², Ali Akbar³

¹Universitas Batanghari, Jambi, Indonesia, shanti.jambi73@gmail.com

²Universitas Batanghari, Jambi, Indonesia, arna_halim@yahoo.co.id

³Universitas Batanghari, Jambi, Indonesia, aliakbar060873@gmail.com

Corresponding Author: shanti.jambi73@gmail.com¹

Abstract: This study aims to analyze the effect of workplace facilities and training on motivation and their impact on employee performance at the One-Stop Administration System (Samsat) in Jambi City. The research adopts a quantitative approach using a survey method. The population consists of all 80 Samsat employees in Jambi City, with the sample determined using a census method so that the entire population served as respondents. Data were collected through questionnaires that had been tested for validity and reliability. Data analysis was conducted using Structural Equation Modeling (SEM) with SmartPLS. The results show that workplace facilities have a positive and significant effect on motivation and employee performance, training has a positive and significant effect on motivation and employee performance, and motivation has a positive and significant effect on employee performance. Furthermore, motivation was found to mediate the effect of workplace facilities and training on performance. These findings indicate that improving employee performance can be achieved by enhancing workplace facilities, increasing the quality and quantity of training, and strengthening employee motivation. This study provides practical implications for Samsat Jambi City management to prioritize the provision of adequate infrastructure and relevant training programs to support the achievement of organizational goals.

Keywords: Work Facilities, Training, Motivation, Employee Performance

INTRODUCTION

Human Resource Management (HRM) is a field that studies the relationships and roles of individuals within an organization, focusing on managing the workforce to achieve organizational goals effectively and efficiently (Herdilah et al., 2023; Mangkunegara, 2017). Employee performance is a key factor in an organization's success, as it directly affects service quality and the achievement of work targets (Itsaini, 2023). Therefore, organizations need to ensure that their employees possess high work motivation, adequate workplace facilities, and relevant skills through training.

The One-Stop Administration System of Jambi City, as a public service unit, plays a strategic role in managing motor vehicle administration and regional tax revenue. However, data show that the number of employees has fluctuated, workplace facilities such as waiting room chairs, computers, printers, air conditioners, toilets, and other supporting amenities remain limited, and employee participation in training is relatively low compared to the total number of employees. These conditions have the potential to affect employee motivation and performance, which in turn may impact the achievement of regional tax revenue targets that have not yet been fully optimized (Hendarji et al., 2024; Robbins, 2012).

The urgency of this research lies in the need to improve employee performance by enhancing the organization's internal factors. Adequate workplace facilities not only make it easier for employees to complete their tasks but also help boost their work enthusiasm (Husnan & Pudjiastuti, 2012). Likewise, well-planned and relevant training equips employees with the knowledge and skills needed to face job challenges (Widodo, 2015; Stone, 2023). In addition, high work motivation both intrinsic and extrinsic can serve as a key driver of productivity and work quality (Kusmiati, 2022).

The relevance of this research is also supported by the strategic role of Samsat Jambi City in contributing to local revenue. If factors such as workplace facilities, training, and motivation are not managed optimally, employee performance may decline, which in turn will affect the quality of public services and the achievement of organizational targets. Therefore, this study is important to provide an empirical overview of the relationships among these variables, as well as to offer practical recommendations for improving employee performance within the Samsat Jambi City environment.

Based on the above description, this research focuses on examining the conditions of workplace facilities, training, motivation, and employee performance at Samsat Jambi City, as well as analyzing the effects of workplace facilities and training on motivation and performance, both directly and through the mediating role of motivation.

METHOD

This study employs a quantitative approach with a survey method, as it aims to examine the effect of workplace facilities and training on motivation, as well as their impact on employee performance at the One-Stop Administration System (Samsat) in Jambi City. The quantitative approach was chosen to obtain measurable data that can be analyzed statistically (Sugiyono, 2022).

The population in this study consists of all employees working at Samsat Jambi City, totaling 80 individuals. The sample was determined using the census (total sampling) technique, in which all members of the population were included as research respondents. This technique was used because the population size is relatively small, making it feasible to involve all members of the population (Sugiyono, 2022).

The data analysis technique used in this study is Partial Least Squares (PLS) with the assistance of SmartPLS software. PLS was chosen because it can test complex structural models and is suitable for research with relatively small sample sizes. According to Ghozali and Latan (2015), PLS is appropriate for developing theory in predicting relationships between latent variables and can be used to simultaneously test both the measurement model (outer model) and the structural model (inner model).

The analysis was carried out in two stages: descriptive analysis to present the respondents' demographic data and their perception levels for each variable, and verification analysis to test the proposed hypotheses. Validity and reliability tests were conducted at the initial stage to ensure that the instruments used were appropriate for measuring the research variables. The validity test was conducted by examining the outer loading and average variance

extracted (AVE) values, while the reliability test used composite reliability and Cronbach's Alpha values (Ghozali & Latan, 2015).

RESULTS AND DISCUSSION

Respondent Characteristics

Based on the characteristics of the respondents, the attributes or features describing the individuals involved in this research or survey include information such as age, gender, education, and type of job classification. These details are useful for helping researchers understand the context and background of the respondents, enabling deeper analysis and more relevant results. Table 1 presents the characteristics of employees at the One-Stop Administration System (Samsat) in Jambi City based on age, gender, and education. The distribution of respondents in each category is shown as follows:

Table 1. Respondent Profile

Characteristics	Information	Number of Respondents (People)	Ratio (%)
Age	20 – 30	9	11,25
	31 – 40	20	25,00
	41 – 50	41	51,25
	51 – 58	10	12,50
Amount		80	100
Gender	Man	46	57,50
	Woman	34	42,50
Amount		80	100
Education	High School	14	17,50
	Diploma	3	3,75
	Bachelor's Degree	52	65,00
	Master's Degree	10	12,50
	Doctoral Degree	1	1,25
Amount		80	100

Source: Primary Data Processing, 2025

Based on Table 1, it can be seen that the majority of employees are between 41–50 years old (51.25%), indicating that the middle-age group is dominant. This suggests that most employees fall within this age range, likely because they are already well-experienced. The 31–40 age group is also significant (25%), while the 51–58 and 20–30 age groups have smaller percentages, at 12.50% each. When viewed from the age group classification, the respondents in this study fall into the productive age category, which, according to the Central Bureau of Statistics, is between 15 and 64 years old.

In terms of gender characteristics, most employees are male (57.50%), indicating a male-dominated workplace compared to females (42.50%). Regarding educational background, the majority of employees hold a Bachelor's degree (S1) (65%), indicating a relatively high level of education. Employees with a Master's degree (S2) account for 12.5%, while those with a Doctorate (S3) and Diploma are present but in smaller numbers, and those with a Senior High School (SLTA) education make up 17.50%. Education level essentially influences a person's mindset—the higher the education, the broader the perspective. However, there are also cases where individuals with lower educational levels possess progressive thinking.

Descriptive Analysis

This descriptive analysis presents the results of respondents' perceptions of the variables under study based on the survey conducted. The descriptive statistics of the research variables are summarized in the following table.

Table 2. Recapitulation Of Descriptive Analysis Based On Respondent Responses

No	Variable	No. Respondent Response Item			
		Good Enough/High	Score	Good/High	Score
1	Work Facilities	In Dimension 1.1 in Item No. X1.1	266	In Dimension 1.2 in Item No. X1.4	294
2	Training	In Dimension 2.3 in Item No. X2.5	265	In Dimension 2.5 in Item No. X2.10	292
3	Motivation	In Dimension 3.1 in Item No. Y.3	267	In Dimension 3.2 in Item No. Y.7	293
4	Employee Performance	In Dimension 4.3 in Item No. Z.9	270	In Dimension 3.2 in Item No. Y.7	288

Source: Questionnaire Processing Results, 2025

In Table 2, it can be seen that for the workplace facilities variable, the lowest score is in the work equipment facilities dimension for the question item, “Availability of work equipment in the form of computers that meet the necessary requirements.” The highest score in this variable is in the work completeness facilities dimension for the question item, “Availability of a shared hall or meeting room that can be used as intended.” For the training variable, the lowest score is in the material dimension for the question item, “Employees receive training in accordance with current needs,” while the highest score is in the objective dimension for the question item, “Employees have a clear purpose for attending training.” For the motivation variable, the lowest score is in the intrinsic motivation dimension for the question item, “While working here, I am always given the opportunity to develop my abilities/potential,” while the highest score is in the extrinsic motivation dimension for the question item, “I feel I receive bonuses and incentives that match my performance.” For the employee performance variable, the lowest score is in the interpersonal relationship dimension for the question item, “I take full responsibility for any mistakes or problems that occur in my work,” while the highest score is in the conceptual ability dimension for the question item, “I strive not to procrastinate on my work.”

Verification/Quantitative Analysis

a. Convergent Validity Testing

Convergent validity testing is the process of assessing the extent to which the indicators designed to measure a latent construct (or hidden variable) actually measure the same construct. This is an important aspect of construct validity in multivariate research and structural model analysis, such as Partial Least Squares (PLS) and confirmatory factor analysis.

Convergent validity refers to the extent to which different indicators that are intended to measure the same construct show a strong correlation with one another. In this context, convergent validity ensures that these indicators accurately represent the intended construct and that the construct is relevant in explaining the data collected.

In research, this refers to the extent to which the indicators of a construct or latent variable are positively correlated with one another. In other words, if several indicators are intended to measure the same concept, then the scores obtained from these indicators should be closely related. If convergent validity is high, it indicates that the indicators are indeed measuring the same construct, not different ones.

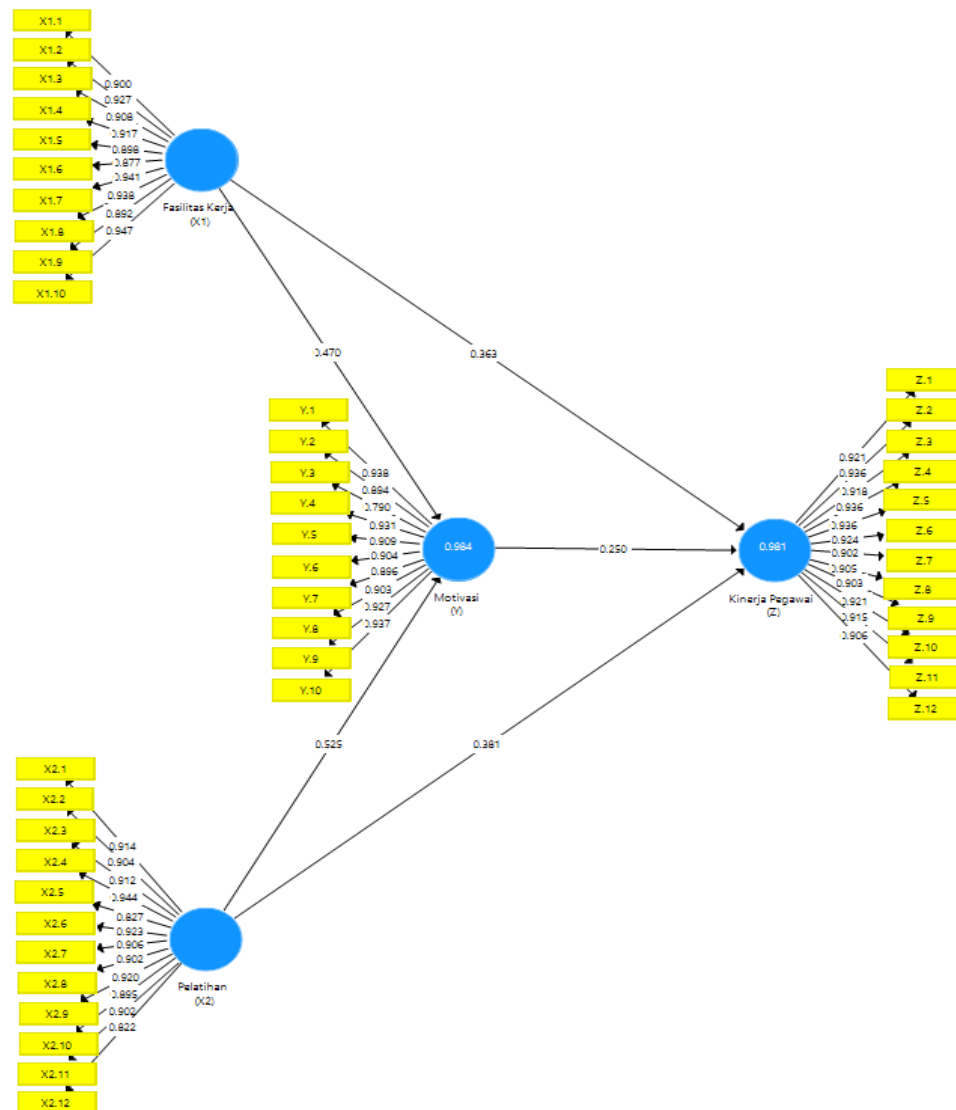


Figure 1. Outer Model of Research in SmartPLS 3

The figure above shows that all indicators of the observed variables (Workplace Facilities, Training, Motivation, and Performance) have loading values above 0.7, indicating a very strong ability to measure their respective constructs. The results of this model are considered reliable because all loading factors are above 0.70.

b. Inner Model Evaluation

Structural model testing in SEM-PLS analysis using SmartPLS 3 involves the coefficient of determination (R^2) to measure the extent to which the model can explain the variance of the dependent variable. Hair et al. (2017) state that the coefficient of determination is a measure of the combined ability of exogenous latent variables to predict endogenous constructs. In other words, the coefficient represents the amount of variance in the endogenous construct explained by all related exogenous constructs. The R^2 value ranges from 0 to 1, with higher levels indicating greater predictive accuracy. Similar to multiple regression, the adjusted coefficient of determination (Adjusted R^2) is used as a criterion to avoid bias toward complex models. This criterion is adjusted according to the number of exogenous variable constructs (Hair et al., 2017).

1) R Square

In assessing a model using PLS, the process begins by examining the R-Square value for each dependent latent variable (Hair et al., 2017). Table 3 presents the results of the R-Square estimation using SmartPLS 3:

Table 3. R Square Value

Variable	R Square
Motivation (Y)	0.984
Employee Performance (Z)	0.981

Source: Data Processing with PLS, 2025

Table 3 shows that the R-square value for motivation is 98.4 percent, and for employee performance is 98.1 percent. This indicates that the effect of Workplace Facilities and Training on motivation falls into the strong category. Likewise, the effect of Workplace Facilities and Training on employee performance is also categorized as strong.

2) Q Square

Haryono (2016) states that a model is considered to have relevant predictive value if the Q-square value is greater than 0 (> 0). The predictive relevance value is obtained using the following formula:

$$Q^2 = 1 - (1 - R1^2)(1 - R2^2)$$

$$Q^2 = 1 - (1 - 0,984^2)(1 - 0,981^2)$$

$$Q^2 = 1 - (1 - 0,968)(1 - 0,962)$$

$$Q^2 = 1 - (0,032)(0,038)$$

$$Q^2 = 1 - 0,0012$$

$$Q^2 = 0,9988$$

The Q-square calculation in this study yielded a value of 0.988, meaning that the model is suitable for explaining the endogenous variables because $0.988 > 0$.

3) Effect Size (f^2)

In addition to examining the R-Square, this study also assessed the effect of exogenous variables on endogenous variables based on the effect size (f^2) value, which indicates the strength of the relationship between independent and dependent variables in a regression model, particularly in the context of multiple regression. The f^2 value not only shows whether a relationship exists, but also how strong that relationship is. A larger f^2 value indicates that the variable has a stronger influence on the dependent variable, meaning that f^2 provides an overview of the specific contribution of each independent variable to the variation in the dependent variable.

Table 4. f-Square Value

	Motivation (Y)	Employee Performance (Z)
Work Facilities (X_1)	0.311	0.118
Training (X_2)	0.387	0.123
Motivation (Y)		0.052
Employee Performace (Z)		

Source: Data Processing with PLS, 2025

Based on Table 4 above, the f^2 value for the relationship between workplace facilities and motivation is 0.311, indicating that workplace facilities have a strong influence on motivation. The f^2 value for the relationship between training and motivation is 0.387, showing that training also has a strong influence on motivation. The f^2 value for the relationship between

workplace facilities and employee performance is 0.118, indicating a moderate influence of workplace facilities on employee performance. The f^2 value for the relationship between training and employee performance is 0.123, indicating a moderate influence of training on employee performance. Lastly, the f^2 value for the relationship between motivation and employee performance is 0.052, indicating that motivation has a small influence on employee performance.

4) Structural Model Testing

Structural model testing is a process in data analysis used to examine and validate the relationships between variables in a theoretical or conceptual model. This is often conducted in scientific research and data analysis to ensure that the proposed model fits the collected data and can adequately explain the relationships among variables. In PLS-SEM analysis, the structural model values in this study can be observed through the direct effects, also referred to as path coefficients. The next step involves measuring the path coefficients between constructs to determine the significance and strength of these relationships, as well as to test the hypotheses.

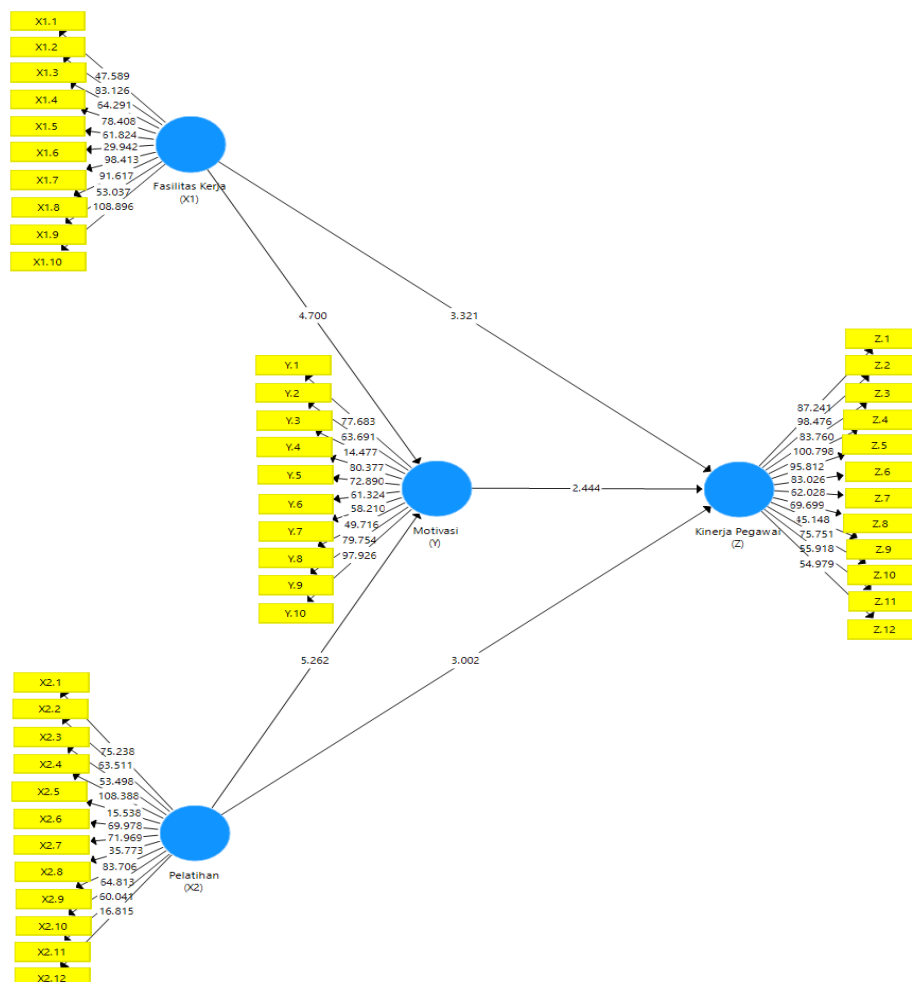


Figure 2. Bootstrapping

Based on the data processing results for the figure above, positive and significant path coefficient values were obtained. These values indicate the strength and direction of the causal relationships between variables in the model. They show the extent to which changes in the

endogenous variable, in this case employee performance, are caused by a one-unit change in the exogenous variables, namely workplace facilities, training, and motivation.

Furthermore, the results of the hypothesis testing in this study can be seen in the following table:

Table 5. Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Facilities (X1) -> Motivation (Y)	0,470	0,466	0,100	4,700	0,000
Training (X2) -> Motivation (Y)	0,525	0,529	0,100	5,262	0,000
Work Facilities (X1) -> Employee Performance (Z)	0,363	0,354	0,109	3.321	0,001
Training (X2) -> Employee Performance (Z)	0,381	0,394	0,127	3,002	0,003
Motivation (Y) -> Employee Performance (Z)	0,250	0,246	0,102	2,444	0,015
Work Facilities (X1) -> Motivation (Y) -> Employee Performance (Z)	0.118	0.115	0.056	2.110	0.035
Training (X2) -> Motivation (Y) -> Employee Performance (Z)	0.131	0.130	0.059	2.219	0.027

Source: SmartPLS 3.0 output (2025).

The results of the direct and indirect hypothesis testing show that the T-statistic values are greater than the rule of thumb (1.96) and the P-values are less than 0.05 (5%). Based on these results, it can be concluded that all hypotheses regarding direct and indirect effects are accepted.

Discussion

The Influence of Work Facilities on Motivation

Based on the test results, the t-statistic value is $4.700 > 1.96$ and the P-value is $0.000 < 0.05$, indicating that Workplace Facilities have a positive and significant effect on Motivation. An increase in Workplace Facilities will significantly enhance Motivation. These results are in agreement with the studies conducted by Kurniaty (2021) and Zatnika & Ilmaniati (2018), which showed that workplace facilities have a positive and significant effect on an individual's work motivation. This implies that improving workplace facilities will also increase employee motivation. Workplace Facilities serve as a form of support for employees to boost their motivation in meeting their needs, thereby enhancing performance (Mangkunegara, 2017). Well-maintained and clean facilities motivate employees to perform their tasks effectively, whereas inadequate facilities can reduce creativity.

The Influence of Training on Motivation

The study results indicate that Training has a positive and significant effect on Motivation, with a t-statistic value of $5.262 > 1.96$ and a P-value of $0.000 < 0.05$. This means that the role of training in enhancing employee motivation within the organization is relatively strong, highlighting the need to continually improve employee training, which in turn can boost employee performance. These findings align with Royanto & Hadiyanti (2020), who stated that appropriate employee training increases motivation because individuals are assigned tasks that match their education, knowledge, skills, and experience, which in accordance with job requirements, will maximize performance.

The Influence of Work Facilities on Employee Performance

The study results indicate that Workplace Facilities have a positive and significant effect on Employee Performance, with a t-statistic value of $3.321 > 1.96$ and a P-value of $0.001 < 0.05$. This means that the role of workplace facilities in enhancing employee performance within the organization is relatively strong, highlighting the need to adequately provide these facilities, which in turn can boost employee performance. Several previous studies support these findings, showing that workplace facilities can improve employee performance. These include research conducted by Munawirsyah (2017), Kurniaty (2021), Zalnika & Ilmaniati (2018), Khodijah (2024), and Pratiwi (2023), all of which indicate that workplace facilities have a positive and significant effect on employee performance. Workplace facilities serve as a form of organizational support for employees to enhance performance by meeting their needs, thereby improving work outcomes (Robbins, 2012). Husnan & Pudjiastuti (2012) state that workplace facilities are the tools and infrastructure needed to help employees complete their tasks more easily, which ultimately increases their performance.

The Influence of Training on Employee Performance

The study results indicate that the Training variable has a positive and significant effect on Employee Performance, with a t-statistic value of $3.002 > 1.96$ and a P-value of $0.003 < 0.05$. This means that the role of training in enhancing employee performance within the organization is relatively strong, emphasizing the need to continuously improve employee training, which in turn can drive better performance. This finding aligns with previous studies showing that training can improve employee performance, including research conducted by Jondri (2023), Rumadas (2022), and Zalnika & Ilmaniati (2018), all of which indicate that training has a positive and significant effect on employee performance.

According to Sukmawati (2020), in her study, training has a positive effect on work performance. Training influences employee performance, as stated by Putra et al. (2022), generally referring to planned efforts by a company to facilitate employee learning regarding competencies related to their job. These components include knowledge, skills, and behaviors that are essential for improving employee performance. The goal of training for employees is to master the knowledge, skills, and behaviors emphasized in training programs and to apply them in daily work activities.

The Influence of Motivation on Employee Performance

The study results indicate that the Motivation variable has a positive and significant effect on Employee Performance, with a t-statistic value of $2.444 > 1.96$ and a P-value of $0.000 < 0.015$. This means that the role of motivation in enhancing employee performance within the organization is relatively strong, emphasizing the need to continually improve motivation. This finding aligns with previous studies conducted by Munawirsyah (2017), Mulia & Saputra (2021), and Jondri (2023), which state that motivation has a significant effect on employee performance. Sembiring et al. (2021) mention that the relationship between motivation and performance variables can be either positive or negative. The strength of the relationship ranges from weak to strong, with a strong relationship indicating that managers can significantly influence other variables by enhancing motivation.

The Influence of Work Facilities on Employee Performance Through Motivation

The study results indicate that Workplace Facilities have a positive and significant effect on Employee Performance through motivation, with a t-statistic value of $2.110 > 1.96$ and a P-value of $0.035 < 0.05$. This means that the role of workplace facilities in enhancing employee performance through motivation within the organization is considerable. The findings show that good workplace facilities can increase employees' work motivation in carrying out their main

duties and functions. This is in line with previous studies conducted by Munawirsyah (2017), Zatnika (2018), Kurniaty (2021), and Khodijah (2024), which stated that workplace facilities have a positive and significant effect on employee performance through motivation. Maslow, as cited in Mangkunegara (2017), states that motivation is a mental condition that drives an individual to achieve their goals to the fullest. Motivation influences employees' enthusiasm and eagerness to actively participate in work processes, enabling them to deliver more optimal work results.

The Influence of Training on Employee Performance Through Motivation

The study results indicate that Training has a positive and significant effect on Employee Performance through Motivation, with a t-statistic value of $2.219 > 1.96$ and a P-value of $0.027 < 0.05$. This means that the role of training in enhancing employee performance through motivation within the organization is considerable, highlighting the need to continuously improve employee training to further boost performance. These findings align with previous studies conducted by Neza & Rivai (2020), Kiky (2025), and Dicky & Jamalullail (2025), which stated that training has a positive and significant effect on employee performance through motivation.

CONCLUSION

Based on the data analysis and discussion, this study concludes that workplace facilities have a positive and significant effect on the motivation of employees at Samsat Kota Jambi. The more adequate the available facilities whether supporting infrastructure, work equipment, or social amenities the greater the employees' drive to work optimally. The same applies to training, where programs designed with relevant materials, competent instructors, and appropriate methods are able to enhance employees' work enthusiasm and readiness to perform their duties.

This study also shows that workplace facilities and training not only influence motivation but also have a direct impact on employee performance. The availability of complete and adequate facilities makes it easier for employees to complete their work effectively, while quality training enhances knowledge, skills, and work attitudes that support achieving organizational targets. Furthermore, work motivation has been proven to have a positive effect on employee performance. Employees with high motivation, whether intrinsic or extrinsic, tend to deliver more optimal work results.

Another important finding is that motivation serves as a mediating variable in the relationship between workplace facilities and training on employee performance. This means that improvements in workplace facilities and training will have a greater impact on performance when accompanied by efforts to enhance work motivation. Overall, the results of this study confirm that the success of employee performance at Samsat Kota Jambi is strongly influenced by the quality of workplace facilities, the effectiveness of training, and the level of work motivation. Therefore, management needs to prioritize improving facilities, organizing quality training, and implementing sustainable strategies to enhance employee motivation in order to support the achievement of organizational goals.

REFERENCES

- Ghozali, I., & Latan, H. (2015). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0 untuk Penelitian Empiris*. Semarang: Badan Penerbit Universitas Diponegoro.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (2nd ed.). Thousand Oaks, CA: SAGE Publications.

- Hendarji, R., Santoso, B., & Prasetya, T. (2024). Pengaruh Fasilitas Kerja terhadap Kinerja Pegawai. *Jurnal Administrasi Publik*, 9(2), 112–120.
- Herdilah, A., Wibowo, M., & Kurniawan, S. (2023). Manajemen Sumber Daya Manusia: Konsep dan Aplikasi. *Jurnal Ilmu Manajemen*, 18(1), 22–35.
- Husnan, S., & Pudjiastuti, E. (2012). *Dasar-Dasar Manajemen Keuangan*. Yogyakarta: UPP STIM YKPN.
- Itsaini, N. (2023). Pengaruh Manajemen SDM terhadap Kinerja Organisasi. *Jurnal Administrasi dan Manajemen*, 15(3), 200–210.
- Jondri (2023). Pengaruh Pelatihan dan Insentif Terhadap Motivasi Kerja Yang Berimplikasi Pada Kinerja Pegawai di Kantor Badan Penanggulangan Bencana Daerah Kabupaten Merangin. *Jurnal GIJE Vol 1 No. 2* . 2023.
- Khodijah, R., Bukit, P., & Hapsara, O. (2024). Pengaruh Disiplin dan Fasilitas Kerja terhadap Motivasi yang Berimplikasikan pada Kinerja Pegawai di Kecamatan Danau Teluk Kota Jambi. *J-MAS (Jurnal Manajemen Dan Sains)*, 9(2), 797.
- Kiky Aristiana Nugraha, D. (2025). *Pengaruh Pelatihan Terhadap Kinerja Yang Dimediasi Motivasi Pada Perawat Di Rumah Sakit Kabupaten Bekasi*. 11(April), 1–23
- Kurniaty, Ice (2021). Tesis. Pengaruh Fasilitas Kerja dan Kompetensi Terhadap Motivasi Kerja Yang Berimplikasi Terhadap Kinerja Pegawai Pada 173 Badan penelitian dan pengembangan daerah Kabupaten Tanjung Jabung Timur, *Jurnal Ilmu Manajemen* , Vol 14 No. 1. 2021
- Kusmiati, R. (2022). Motivasi Kerja dan Implikasinya terhadap Produktivitas Pegawai. *Jurnal Manajemen Sumber Daya Manusia*, 7(1), 56–65.
- Mangkunegara, A. A. A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: Remaja Rosdakarya.
- Mulia, R. A., & Saputra, N. (2021). Pengaruh Kompetensi, Lingkungan Kerja dan Motivasi Berprestasi Terhadap Kinerja Pegawai Negeri Sipil Sekretariat Daerah Kota Padang. *Jurnal Ilmiah Ekotrans & Erudisi*, 1(1), 1–24.
- Munawirsyah, I. (2017). Pengaruh Kepuasan Kerja Dan Fasilitas Kerja Terhadap Motivasi Kerja Dan Dampaknya Kepada Kinerja Pegawai Non Medis Pada Rumah Sakit Umum Daerah Kota Subulussalam. *Bisnis Administrasi*, 06, 44–51.
- Neza, C., & Rivai, H. A. (2020). Pengaruh Pelatihan Terhadap Kinerja Dengan Motivasi Kerja Sebagai Variabel Mediasi Pada Karyawan Pt. X. *Journal of Management and Business Review*, 17(1), 1–25
- Pratiwi, M. I., Obon, W., & Transilvanus, V. (2023). Pengaruh Fasilitas Kerja dan Komunikasi Kerja Terhadap Kinerja Aparatur Desa di Kecamatan Kewapante Kabupaten Sikka. *Journal Kewirausahaan Dan Manajemen Bisnis*, 1(3), 13–25.
- Putra, M., Edora, E., & Rosyidi, M. I. (2022). Pengaruh Motivasi Dan Pelatihan Terhadap Kinerja Karyawan Pt. Monokem Surya. *Eqien-Jurnal Ekonomi Dan Bisnis*, 1(1), 127–134.
- Robbins, S. P. (2012). *Perilaku Organisasi*. Jakarta: Salemba Empat.
- Rumadas, L., Saptomo, Y. H., & ... (2022). Pengaruh Motivasi, Pelatihan Dan Fasilitas Kerja Terhadap Kinerja Pegawai. *Cakrawala Management* ..., 124–134.
- Sembiring, M., Jufrizen, J., & Tanjung, H. (2021). Efek Mediasi Kepuasan Kerja pada Pengaruh Motivasi Dan Kemampuan Kerja Terhadap Kinerja Pegawai. *Maneggio: Jurnal Ilmiah* ..., 4, 131–144.

- Stone, K. (2023). Tinjauan Kewirausahaan Dalam Kepemimpinan, Pendidikan Dan Pelatihan (Diklat) Terhadap Kinerja Pegawai Pada Kejaksaan Tinggi Jambi. *Jurnal Manajemen Terapan Dan Keuangan*, 12(03), 739–753.
- Sugiyono. (2022). Metode Penelitian Kuantitatif, Kualitatif, dan R&D. Bandung: Alfabeta.
- Sukmawati, E., Ratnasari, S. L., & Zulkifli, Z. (2020). Pengaruh Gaya Kepemimpinan, Komunikasi, Pelatihan, Etos Kerja, Dan Karakteristik Individu Terhadap Kinerja Karyawan. *Jurnal Dimensi*, 9(3), 461–479.
- Widodo, S. E. (2015). Manajemen Pengembangan Sumber Daya Manusia. Jakarta: Rajawali Pers.
- Zatnika, M., dan Ilmaniati, A. (2018). Analisis Hubungan Lingkungan, Fasilitas, Insentif dan Disiplin Kerja Terhadap Kinerja Karyawan dengan Motivasi Sebagai Variabel Intervening di PT. HDI. Seminar Nasional VII Manajemen & Rekayasa Kualitas.