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THE EFFECT OF WORK FACILITIES AND COMPENSATION ON EMPLOYEE WORK PRODUCTIVITY THROUGH MOTIVATION AT SMKN 1 AIR JOMAN

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ABSTRACT

This study aims to explore the influence of Work Facilities and Compensation on Work Productivity with Motivation as an intervening variable on employees of SMKN 1 Air Joman. The focus of this study is to understand the extent to which the provision of adequate work facilities and an effective compensation system can improve employee performance, and how Motivation plays a mediator in this relationship. The study population consists of all permanent employees of SMKN 1 Air Joman, totaling 53 people. Considering the relatively small population, this study uses a saturated sampling technique, so that all employees are used as research samples. Data collection was carried out through two methods, namely primary data obtained through questionnaires distributed to respondents, and secondary data obtained through documentation studies related to employee conditions and administration. Data analysis was carried out with a quantitative approach using SPSS software version 25, which includes a t-test to see the influence of individual variables, a Sobel test to test the mediation effect, and path analysis to assess direct and indirect relationships between variables. The results of the study show several important findings. First, Work Facilities have a positive and significant influence on employee motivation, indicating that the availability of supportive work facilities and environments can increase employees' intrinsic drive to work more optimally. Second, Compensation also has a positive and significant influence on Motivation, emphasizing the importance of financial and non-financial rewards in stimulating work enthusiasm. Third and fourth, both Work Facilities and Compensation have a direct positive and significant influence on Work Productivity, indicating that both variables



not only increase motivation, but also the actual performance of employees. Fifth, Motivation is proven to have a positive and significant influence on Work Productivity, emphasizing the important role of Motivation as a driving factor for performance. Sixth and seventh, Motivation is proven to mediate the relationship between Work Facilities and Work Productivity, as well as between Compensation and Work Productivity, indicating that increasing facilities and compensation will be more effective in increasing productivity if followed by increasing employee motivation. These findings provide practical implications for the management of SMKN 1 Air Joman in designing strategies to increase employee productivity, especially through the provision of adequate work facilities, a fair compensation system, and efforts to continuously increase employee motivation.

Keywords: Work Facilities, Compensation, Motivation, and Work Productivity.

INTRODUCTION

Work productivity is one of the main indicators of an organization's or institution's success in achieving its stated goals. Work productivity is influenced not only by individual abilities and skills, but also by external factors such as available work facilities, compensation systems, and employee motivation levels. In the educational context, particularly in vocational high schools such as SMKN 1 Air Joman, employee productivity plays a crucial role in ensuring the quality of educational services, smooth administration, and the effective implementation of school programs. Work facilities encompass all means and infrastructure that support employee performance, from work equipment and comfortable workspaces to supporting technology that facilitates work completion. Adequate facilities are believed to increase employee comfort, efficiency, and satisfaction at work, which in turn can encourage higher work productivity. Several previous studies have shown that good work facilities significantly contribute to increased employee motivation and performance, as employees feel valued and supported by the organization. Furthermore, compensation is also a crucial factor in influencing employee productivity. Compensation encompasses both financial and non-financial rewards received by employees for



their contributions, including salaries, allowances, incentives, awards, and other forms of appreciation. A fair and transparent compensation system can increase job satisfaction and employee motivation to work more optimally. Employees who feel appreciated materially and non-materially tend to have higher loyalty, discipline, and commitment to achieving organizational goals. Employee motivation acts as a link between work facilities and compensation with work productivity. Motivation reflects internal or external drives that drive individuals to achieve certain goals. Motivated employees tend to be more proactive, creative, and efficient in completing tasks. In the context of SMKN 1 Air Joman, motivation can be an intervening variable that strengthens the influence of work facilities and compensation on productivity, so that improving facilities and compensation not only have a direct impact, but also through increasing employee motivation. Based on the description, this study is important to conduct to determine the extent of the influence of work facilities and compensation on employee work productivity through motivation as an intervening variable at SMKN 1 Air Joman. The results of the study are expected to be a basis for the school to design strategies to increase employee productivity through improving work facilities, adjusting the compensation system, and increasing work motivation in an integrated manner, so that organizational goals can be achieved optimally.

LITERATURE REVIEW

1. Work Productivity

Henry Kuswanti Daryanto argues that work productivity reflects the relationship between product output and the resources required to produce it. A similar view is expressed by the International Labour Organization (ILO), which states that work productivity is the ratio of the amount of output



obtained to the amount of resources used during the production process. These definitions collectively emphasize that work productivity reflects an organization's or individual's ability to manage and utilize resources effectively and efficiently to achieve optimal results.

Based on various definitions and expert perspectives, it can be concluded that work productivity is a measure indicating the efficiency and effectiveness of resource utilization, both physical and non-physical, in producing quality and valuable output in accordance with organizational goals. In other words, work productivity not only assesses the amount of results obtained, but also reflects the quality of resource management and employee ability to complete tasks optimally. This understanding provides an important foundation for research examining factors that influence work productivity, including work facilities, compensation, and employee motivation.

2. Work Facilities

Work facilities are a crucial factor influencing employee performance and productivity within an organization. According to Sedarmayanti (2018), work facilities encompass all tools, equipment, materials, and the work environment used by individuals to perform their duties, thereby achieving organizational goals. Sabri and Susanti (2021) further define work facilities as tools or equipment provided to facilitate company activities and support employee well-being, both in the form of direct and supporting facilities. Ahmadi (2021) emphasizes that a lack of adequate work facilities can reduce the quality of service and employee performance, even if the employees possess high competencies. Moenir (2016) emphasizes that work facilities are physical facilities that support company activities and have a relatively permanent lifespan. Therefore, it can be concluded that work facilities encompass all tools, equipment, and environments that support the smooth running of work activities, influencing employee comfort, motivation, and productivity in achieving organizational goals.



3. Compensation

Compensation is an important element in human resource management, serving as a form of appreciation for employee contributions to the organization. Various experts provide definitions that emphasize the aspect of rewards received by employees as remuneration for work that has been done. According to Hasibuan (2010), compensation is all income in the form of money, goods, directly or indirectly received by employees in return for services rendered to the company. Similarly, Handoko (2012) states that compensation is everything received by employees as remuneration for their work. Veithzal Rivai (2009) adds that compensation is something employees receive in exchange for their service contributions to the company. Meanwhile, according to Wibowo (2016), compensation is a counter-performance for the use of energy or services that have been provided by the workforce. Dessler (2012) defines compensation as any form of reward given to employees as remuneration for their contributions to the organization. From these various definitions, it can be concluded that compensation includes all forms of rewards, both financial and non-financial, provided by the organization to employees as appreciation for their contributions in achieving organizational goals.

4. Motivation

Gibson (2013) adds that motivation is a driving force that drives an employee, generating and directing behavior. Daft (2010) defines motivation as an internal or external drive within an individual that generates enthusiasm and persistence in pursuing specific goals. Weiner (1990) states that motivation is an internal condition that arouses us to action, drives us to achieve certain goals, and keeps us interested in certain activities. John W. Santrock (2010) explains that motivation is the process of providing enthusiasm, direction, and persistence of behavior, where



motivated behavior is energetic, directed, and long-lasting. Abraham Maslow (1943) suggests that motivation is constant, never-ending, fluctuating, and complex, and is a universal characteristic of every organism's activities. Fahmi (2012) states that motivation is a behavioral activity that works in an effort to fulfill desired needs. Sutrisno (2009) defines motivation as a factor that drives someone to carry out a certain activity, which is often also interpreted as a factor that drives someone's behavior. From these various definitions, it can be concluded that motivation is a drive that comes from within or outside the individual that directs, channels, and maintains behavior to achieve certain goals.

METHODS

This study uses an associative approach, an approach that aims to analyze and determine the relationship or influence between two or more variables. This approach was chosen because the focus of the study is not only to describe the phenomenon, but to test the extent to which independent variables can influence the dependent variable directly or through intervening variables. In the context of this study, the independent variables studied are Work Facilities (X1) and Compensation (X2), which are believed to have an influence on employee Work Productivity (Y). In addition, Motivation (Z) is used as an intervening variable that functions to explain the mechanism of the relationship between the independent and dependent variables. By using an associative approach, this study is able to empirically assess whether increasing work facilities and compensation will have a direct or indirect impact through motivation on employee work productivity. This approach provides a strong foundation for understanding the dynamics of relationships between variables and provides practical implications for organizational management in designing strategies to improve employee performance.



- **Population and Sample**

According to Sugiyono (2018), a sample is a portion of the population and its characteristics, used to represent the entire population in a study. Selecting the right sample is crucial to ensure that the research results can be generalized and accurately reflect the population's condition. In this study, the population size was relatively small, at only 53 people, so a saturated sampling technique was used. Saturated sampling is a sampling method in which all members of the population are used as research samples. This technique was chosen because it allows researchers to obtain comprehensive data without reducing representativeness, and avoids potential bias that can arise if only a portion of the population is taken as a sample. Thus, all 53 permanent employees of SMKN 1 Air Joman were used as samples, so that the analysis conducted reflects the characteristics of the population as a whole and the research results can be more valid and accurate.

- **Data collection**

In this study, the data collection techniques used include two main methods: questionnaires and documentation studies. First, a questionnaire was used to obtain primary data directly from respondents. The questionnaire was structured as a list of questions designed to measure research variables, such as work facilities, compensation, motivation, and employee productivity. Second, a documentation study was used to collect secondary data through official documents held by the company or agency, such as personnel reports, administrative records, and related statistical data. This method aims to complement primary data, verify information obtained from the questionnaire, and provide a more comprehensive picture of the conditions of the organization being studied.



RESULTS

Path Analysis of Sub Model

Test Results *Model Summary* Sub Model

Model Summary

Model	R	R Square	Adjusted R-Square	Standard Error of the Estimate
1	.699 ^a	.489	.458	.781

a. Predictors: (Constant), Motivation, Work Facilities, Compensation

Based on the results of the summary model analysis in the research sub-model, an R value of 0.699 was obtained, which indicates a fairly strong relationship between the independent variables, namely Work Facilities (X1), Compensation (X2), and Motivation (Z), with the dependent variable Work Productivity (Y). The R Square value of 0.489 indicates that approximately 48.9% of the variation in employee work productivity can be explained by the combination of the three independent variables. Meanwhile, the Adjusted R Square value of 0.458 shows that after adjusting for the number of variables and samples, approximately 45.8% of changes in work productivity can be explained by Work Facilities, Compensation, and Motivation. Meanwhile, the Standard Error of the Estimate of 0.781 describes the average prediction error of the model in estimating the value of work productivity. Overall, these results indicate that the regression model used has quite good predictive ability and can be used to analyze the influence of Work Facilities, Compensation, and Motivation on employee Work Productivity.



Sobel Test

Variable	Sobel Test Results		Test Statistic	Std. Error	P-Value
	Unstandardized	Std. Error			
Work Facilities towards Motivation	0.158	0.053	2,069	0.033	0.038
Motivation for Work Productivity	0.440	0.153			
Compensation for Motivation	0.203	0.057	2,237	0.039	0.025
Motivation for Work Productivity	0.440	0.153			

Source: Data Processed With *Calculation for the Sobel Test* , 2025

Based on the results of the Sobel Test analysis and the influence between variables, it was found that Work Facilities have a positive and significant effect on Motivation, with a coefficient value of 0.158, a standard error of 0.053, and a t value = 2.069 ($p = 0.038$). This indicates that increasing adequate work facilities will increase employee motivation. Furthermore, Compensation also has a positive and significant effect on Motivation, with a coefficient of 0.203, a standard error of 0.057, and a t value = 2.237 ($p = 0.025$), which indicates that a fair and appropriate compensation system will encourage increased employee work motivation.

In addition, the analysis results show that motivation has a positive effect on work productivity, with a coefficient of 0.440 and a standard error of 0.153. These results confirm that motivation plays an important role in improving employee performance, so that motivation can function as an intervening variable that strengthens the influence of work facilities and compensation on work productivity.



Overall, the Sobel Test results indicate that both independent variables, namely Work Facilities and Compensation, indirectly influence Work Productivity through Motivation as an intervening variable. This finding underscores the importance of providing adequate work facilities and fair compensation to increase motivation, which in turn impacts employee productivity.

DISCUSSION

1. The Influence of Work Facilities on Motivation

The research results show that work facilities have a positive and significant impact on employee motivation. This means that improving the quality and availability of work facilities will increase employee motivation in carrying out their duties and responsibilities. Adequate work facilities include physical facilities, equipment, comfortable workspaces, supporting technology, and a conducive work environment. These conditions not only make it easier for employees to complete their work but also provide a sense of appreciation and attention from the organization, thus encouraging employees to perform better. This view aligns with Sedarmayanti (2018) who stated that work facilities are tools and environments that support employees in carrying out their duties optimally. Sabri and Susanti (2021) added that good work facilities will simplify daily activities and improve employee well-being, thus triggering an internal drive to work harder. Ahmadi (2021) also emphasized that a lack of work facilities can reduce motivation and performance, even if employees have good competencies. Thus, the results of this study strengthen the argument that providing optimal work facilities is an important strategy for organizations to increase employee motivation. This increased motivation will, in turn, contribute to increased work productivity and the achievement of overall organizational goals.



2. The Effect of Compensation on Motivation

The research results also show that compensation has a positive and significant effect on employee motivation. This indicates that a fair and appropriate compensation system can encourage employees to work harder and more productively. Compensation includes salary, benefits, bonuses, incentives, and other rewards provided by the organization as a form of appreciation for employee contributions. When employees feel that their efforts and performance are recognized through appropriate compensation, they are more likely to be motivated to maintain or improve their performance.

This finding aligns with Hasibuan's (2017) opinion, which states that compensation is a crucial factor in increasing work motivation because it can influence employee satisfaction and loyalty. According to Robbins and Judge (2015), fair and transparent compensation will increase intrinsic and extrinsic motivation, thereby encouraging employees to achieve organizational goals. Herzberg (1959) also emphasized that compensation is a motivating factor that can increase employee satisfaction and work enthusiasm.

3. The Influence of Work Facilities on Work Productivity through Motivation

This shows that providing adequate work facilities not only directly impacts productivity but also influences productivity by increasing employee motivation. In other words, good work facilities create a comfortable and supportive environment, so employees feel valued and motivated to perform optimally. This increased motivation then translates into higher work productivity, both in terms of quality and quantity of work output.

This opinion aligns with Sedarmayanti (2018), who stated that work facilities are a crucial factor in boosting motivation, which ultimately impacts employee performance. Sabri and Susanti (2021)



added that complete and conducive work facilities facilitate employees' task completion, thus encouraging them to work more efficiently and productively. Theoretically, Maslow (1943) explained that fulfilling physiological and safety needs through work facilities will increase work motivation, while Herzberg (1959) emphasized that work facilities are a hygiene factor that can influence employee satisfaction and motivation.

The Sobel Test results in this study support the role of motivation as an intervening variable. Work facilities increase motivation, which in turn increases work productivity. In other words, the effect of work facilities on work productivity is more optimal if employee motivation is simultaneously addressed and improved. This finding underscores the importance of organizational strategies in providing adequate work facilities to foster high motivation, thereby significantly increasing employee productivity.

4. The Influence of Compensation on Work Productivity through Motivation

This means that providing fair and adequate compensation not only has a direct impact on productivity but also works by increasing employee motivation. Employees who receive compensation commensurate with their contributions and responsibilities will feel valued, motivated, and encouraged to improve their performance. This increased motivation then translates into higher work productivity, both in terms of quantity and quality of work output.

This finding aligns with Hasibuan's (2017) opinion, which states that compensation is a crucial factor in increasing motivation, which in turn influences employee performance and productivity. Robbins and Judge (2015) added that a fair and transparent compensation system can enhance both intrinsic and extrinsic employee motivation, encouraging them to work more effectively and



efficiently. Herzberg (1959) also emphasized that compensation is a motivating factor that can increase employee job satisfaction and work enthusiasm.

The Sobel Test results in this study support the role of motivation as an intervening variable between compensation and work productivity. In other words, good compensation will increase motivation, which in turn will drive increased work productivity. This finding emphasizes the need for organizations to prioritize compensation commensurate with employee responsibilities and performance, as this not only increases motivation but also positively impacts overall work productivity.

CONCLUSION

Based on the results of the data analysis and discussion that has been conducted, this study concludes that work facilities and compensation have a positive and significant influence on employee motivation at SMKN 1 Air Joman. Adequate work facilities, such as facilities, equipment, and a comfortable work environment, can increase employee motivation in carrying out their duties. Similarly, fair compensation that is in accordance with employee contributions also encourages their motivation to work harder and more productively. In addition, both work facilities and compensation also have a direct influence on employee work productivity, where the provision of good facilities and the provision of appropriate compensation facilitate employees in completing their work effectively and efficiently. Employee motivation has been proven to be an important factor that mediates the relationship between work facilities and work productivity, as well as between compensation and work productivity. In other words, improving work facilities and compensation will be more optimal in increasing productivity if accompanied by an increase in employee motivation. Overall, this study confirms that organizational strategies in providing



adequate work facilities and a fair compensation system are very important to encourage overall employee motivation and work productivity.

LIMITATIONS

This study focused solely on work facilities, compensation, and motivation, while other factors that may influence work productivity, such as leadership, organizational climate, and workload, were not examined. Therefore, future research is recommended to expand the sample size, add other variables, and use more diverse research methods to achieve more comprehensive and accurate results.

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