



The Influence of Human Resource Development, Office Facilities, and Organizational Culture on Employee Performance at the Tiga Binanga District Office

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ABSTRACT

Changes in leadership styles in an agency certainly have an impact. Using a quantitative approach with path analysis, data were collected through questionnaires distributed and analyzed with statistical software. A regression coefficient of 0.590 indicates that every one-unit increase in HRD contributes significantly to enhancing organizational culture. Similarly, Office Facilities, with a regression coefficient of 0.11, also positively influence organizational culture, demonstrating that adequate infrastructure, workspace, and resources help create a more effective work environment. The results confirm that both HRD and Office Facilities significantly affect Organizational Culture, with probability values of $0.000 < \alpha = 0.05$, supporting the proposed hypotheses. The population in this study involved all employees at the sub-district office as many as 35 people. The influence of Human Resource Development (X1) on Employee Performance (Y) has a direct influence and an indirect influence through Organizational Culture (Z), Office Facilities (X2) have a direct influence on Employee Performance (Y) and an indirect influence through Organizational Culture (Z). It is concluded that Organizational Culture significantly mediates the relationship between Human Resource Development and Employee Performance. The better the development of employee human resources, then through a strong organizational culture, will have a positive impact on improving employee performance.

Keywords: Human Resource Development, Office Facilities, Organizational Culture, Employee Performance, Impact Variable

INTRODUCTION



The dynamic concept of leadership in the workplace continues to evolve, with changing work regulations and challenges arising from technology, market demands, and organizational culture. Every employee is required to possess the resources of a competent leader (Qalati et al., 2022). Civil servants are Indonesian citizens who meet certain requirements, appointed as permanent state civil servants by personnel development officials to occupy government positions (Berenschot, 2018). Performance is a process, from beginning to end, that achieves good work results, both in quality and quantity, compared to predetermined standards. Strategies to improve Civil Servant (PNS) performance can be realized through a holistic approach that integrates transformational leadership, work discipline, and work motivation (Syakur & Rialmi, 2025).

Transformational leadership plays a crucial role in inspiring, motivating, and guiding employees to collectively achieve the organization's vision (Saif et al., 2024). High work discipline is necessary to create order and responsibility in carrying out tasks, while strong work motivation encourages employees to demonstrate dedication and initiative in their work (Milliana et al., 2023). Performance is the work results achieved by a civil servant in carrying out his duties and responsibilities in accordance with the Employee Performance Targets and work behavior (Setyawati & Rindaningsih, 2024). Performance is assessed through a formal system that is periodically evaluated, and the results are used for various purposes, such as job promotions, performance allowances, and competency development (Muhammad et al., 2025). Employee performance levels show varying differences, some have high productivity and others show low performance (Layek & Koodamara, 2024). Civil servants are part of the public sector's human resources, playing a crucial role in carrying out government duties. Human resources encompass the entire workforce, including qualifications, experience, skills, knowledge, and expertise (Le & Tham, 2024). Human resources are the people who work for an organization, whether a company, institution, or government, and contribute their skills, knowledge, and abilities to achieve organizational goals (Alexandro, 2025). Human resource development is tailored to the needs of assigned tasks to improve employee performance. Externally, employee performance impacts the achievement of organizational goals, service quality, and the agency's reputation.

Human resources are a key element of an organization (Zampella & Ferri, 2025). A positive organizational culture can foster high levels of work enthusiasm and motivation among employees. Employees who are committed to the organizational culture tend to be productive, satisfied with their work, and loyal to the organization (Iddrisu, 2025). Organizational culture is the customs, traditions, norms, and general ways of doing things within an organization, resulting from past actions. Civil servant organizational culture encompasses shared behaviors such as discipline, teamwork, and effective communication (Pham et al., 2024). Work values



such as discipline, cooperation, and responsibility have not yet been fully ingrained in all employees (Karepesina, 2023). Adequate office facilities help civil servants improve the competencies, skills, and knowledge needed to carry out their duties (Nasrullah et al., 2024). Office facilities are all types of equipment, work supplies, and other facilities that function as primary or auxiliary tools in carrying out work, and also have a social function for the benefit of people who are in contact with the work organization. Office facilities that support the development of civil servant human resources include training and competency development programs, such as education and training, courses, seminars, and briefings (Pratiwi et al., 2019).

LITERATURE REVIEW

Research Variables

Variable is an observed characteristic, has varying values, and is the operationalization of a concept so that it can be empirically studied or its level determined (Motojima et al., 2025). A research variable is anything in any form determined by the researcher to be studied and then conclusions drawn. The dependent variable is called the bound variable, output variable, criteria, consequence, or dependent variable (Dash & Paul, 2021). The dependent variable is the variable that is influenced or that becomes the result of the independent variable. In this study, the dependent variable is Employee Performance (Y). The Independent Variable (Independent Variable) is the Free Variable (X), the variable that influences or causes its change and the emergence of the dependent variable (bound). The independent variables in this study are Human Resource Development (X1), Office Facilities (X2), and the intervening variable Organizational Culture (Z).

Employee Performance

Employee performance is measured by how well employees carry out assigned activities and responsibilities within a specific timeframe. Employee performance is the ability to meet job requirements within a timely manner and within predetermined deadlines (Kumar et al., 2021). Employee performance is the quality and quantity of work achieved by an employee in carrying out assigned tasks and responsibilities in accordance with the standards established by the organization (Vuong & Nguyen, 2022). Employee performance is a key factor in achieving success and organizational goals. The implementation of work activities for State Civil Apparatus (ASN) requires supervision to determine the extent of task implementation. This allows for the assessment of ASN performance in achieving targets and objectives. As employees, they are required to carry out specific tasks according to their positions (Sandag et



al., 2025). To determine the achievement of task implementation, each civil servant is required to conduct performance measurements by comparing their achievements with established targets (Vuong & Nguyen, 2022).

Human Resource Development

Human resources are the totality of individual abilities, including knowledge, skills, talents, and attitudes, used to produce goods and services within an organization (Knies et al., 2024). Human resources are a crucial element in organizational management because they are the primary driver of work processes and the achievement of organizational goals (Alfawaire & Atan, 2021). Human resources are "the policies and practices involved in carrying out the 'people' or human resources aspects of a management position, including recruiting, screening, training, rewarding, and appraising." Human resources encompass policies and practices for managing the human aspects of an organization, including the recruitment, training, and development of employees. or capabilities of human resources through Human resource development is an effort to develop the quality the processes of planning, educating, training, and managing personnel or employees to achieve optimal results (Alfawaire & Atan, 2021).

Office Facilities

Facilities are the means and infrastructure provided by a company to support employee performance. Facilities are all types of equipment, work supplies, and other facilities that serve as primary or auxiliary tools in carrying out work, and also serve a social function for the benefit of those involved in the work organization. Office facilities are all forms of facilities and infrastructure provided by an organization to support the smooth running of employee work activities, including buildings, workspaces, equipment, supplies, and supporting technology. Office facilities are defined as everything within a company that is occupied and enjoyed by employees, both directly and for the smooth running of their work. Maya & Kristiani (2023): The Effect of Facilities Management and Work Discipline on Employee Performance: Study in one of Regional Companies in Medan City. Shows that facility management positively and significantly affects employee performance (52.5% explained variance). Sapitri et al. (2024): The Influence of Office Facilities on Employee Performance at the Sumpang Binangae Sub-district Office, Barru Regency. Finds that office facilities contribute to 47.7% of employee performance outcomes journal.ashapublishing.co.id.



Organizational Culture

An organization is a collection of smaller units that form a larger whole. Organizational culture is defined as a crucial factor in shaping organizational procedures (Ferine et al., 2021), integrating capabilities, creating solutions to problems, and creating barriers or facilitating the achievement of organizational goals (Gaynor, 2013). Organizational culture consists of standards and customs accepted by everyone in an organization as truth. Organizational culture is defined as the values or norms of behavior that are understood and accepted by organizational members as the rules of conduct within the organization (Bokhari et al., 2024). This study treats organizational culture as a system of beliefs and norms that enable internal integration and external adaptation, echoing the idea that culture is a crucial factor shaping organizational procedures (Judijanto et al., 2024).

METHODS

The conceptual framework theoretically connects the research variables, namely the dependent variable, with the independent variables to be measured and observed throughout the research process. This research conceptual framework connects the variables of Human Resource Development, Office Facilities, Organizational Culture, and Employee Performance.

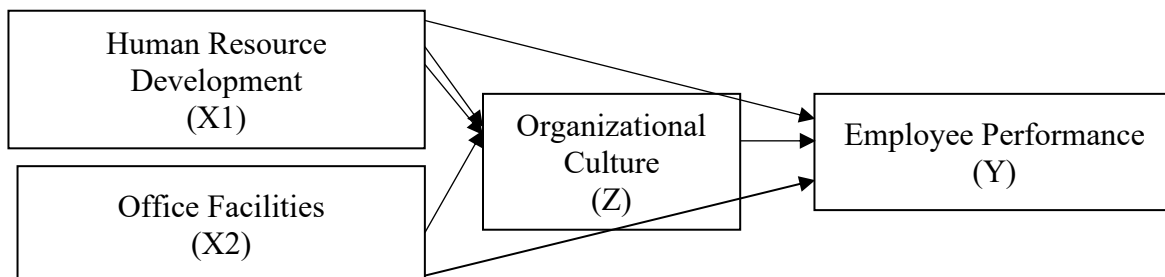


Figure 1. the Conceptual Framework Theoretically Connects the Research Variables

A hypothesis is a tentative assumption regarding the relationship between variables that will be tested empirically among them H1: Human Resource Development (HRD) influences Organizational Culture. H2: Office Facilities influence Organizational Culture. H3: Human Resource Development (HRD) influences Employee Performance. H4: Office Facilities influence Employee Performance. H5: Organizational Culture influences Employee Performance. H6: Human Resource Development (HRD) influences Employee Performance through Organizational Culture. H7: Office Facilities influence Employee Performance through



Organizational Culture. Based on the hypothesis in the previous section, the research variables are grouped as follows that is Human Resource Development and Office Facilities as Independent variable, Employee Performance as Dependent variable, Organizational Culture as Intervening variable. The purpose of conducting this research is to determine the influence between the variables of Human Resource Development, Office Facilities, and Employee Performance through the Organizational Culture variable. Raw questionnaire data (usually in the form of a spreadsheet such as Excel) needs to be entered into SPSS (Statistical Package for the Social Sciences).

Population and Sample

The population in this study was all employees of the Tiga Binanga District Office who were directly involved in the work process and could assess the HR development program, the availability of office facilities, and the organizational culture. The population in this study was 36 employees. The sample in this study was determined to be 36 employees, using the census method where all members of the population were used as samples.

Data Collection Techniques

The most frequently used scale in questionnaires is the ordinal scale, also known as the Likert scale. The Likert scale is a psychometric scale commonly used in questionnaires and is the most widely used in survey research. When responding to questions on a Likert scale, respondents determine their level of agreement with a statement by selecting one of the available options. The Likert scale is used to measure individual attitudes along the same dimension, and individuals position themselves along a continuum within each questionnaire. The Likert scale contains five levels of response preference with the following options: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The data collection method used a questionnaire, a technique in which researchers provided a list of written questions or statements for respondents to answer. The study distributed questionnaires directly using Google Forms. A questionnaire is a data collection method that involves distributing a list of questions to respondents, with the expectation that they will respond. The questions in the questionnaire were graded using a Likert scale, with a weighting of 1 to 5. Respondents in this study were all employees at the Tiga Binanga Sub-district Office. Respondent characteristics refer to the characteristics or attributes of the individuals being studied.



Research Instrument Testing. Before data analysis, the questionnaire instrument was first tested, namely the Validity Test. This test was conducted to determine the extent to which the questionnaire questions were able to measure what was intended. This test was conducted by examining the Corrected Item-Total Correlation and Reliability Test values. To measure instrument consistency, the Cronbach's Alpha value was used.

Analysis Design. Path analysis is a statistical method used to examine causal relationships between variables in a model, with the goal of understanding how these variables influence and interact with each other. Path analysis aims to test causal models and identify paths of influence between variables. The analytical tool used in this study is path analysis, a technique used in quantitative research. Path analysis is a form of analysis.

RESULTS

The descriptive statistical analysis provided describes the responses of respondents, namely employees at the Tiga Binanga District Office. The maximum score on the Likert scale was 5 and the minimum score was 1. The interval class determination applied to all variables was based on the average value per variable and grouped into five categories is that The lowest scale value was 1 and the highest scale value was 5 and the class interval was $(5-1) / 5 = 0.80$.

1. Respondent Characteristics Based on Age show that the productive age for HR development is 28-37 years old, as many as 7 people or 20.00% focusing on technical skills development, initial leadership training and 38-47 years old as many as 12 or 34.29% while the age of 48-58 years is 16 or 45.71%.
2. Respondent Characteristics Based on Gender shows that the majority of respondents are male, namely 21 people or 60% and the majority are female, namely 14 people or 40%. The employees of the Tigabinanga Sub-district Office are dominated by male workers.
3. Respondent characteristics based on education level show that the majority of respondents have a Bachelor's degree, namely 16 people or 45.71%, a D-3 education level of 3 people or 8.57%.
4. Respondent Characteristics Based on Length of Service showed 2-10 years as many as 20 employees amounting to 57.14% said the length of service is still slightly below 10 years, coaching and training needs to be focused on new employees to accelerate adaptation. Working for a period of 11-19 years as many as 8 employees amounting to 22.86% is an important time period because it affects various things such as leave rights, pension calculations, and potential salary increases. Working for a period of 20-28 years as many as



4 employees amounting to 11.43%. Working for a period of 29-36 years as many as 3 employees amounting to 8.57% shows senior employees who have worked for a very long time.

The results of the descriptive statistical analysis of employee performance variables show that the Grand Mean of Employee Performance = 4.25 is categorized as Very Good. The results of the descriptive statistical analysis of Human Resource Development variables show that the Grand Mean of Employee Performance = 4.07 is categorized as Good. The results of the descriptive statistical analysis of Office Facilities Variables = 4.07 is categorized as Good. The results of the descriptive statistical analysis of Organizational Culture = 3,36 is categorized as Good.

A questionnaire is considered valid if its questions are able to measure what is intended to be measured in a study. Instrument validity testing in this study was conducted by distributing questionnaires to 35 employees of the Tiga Binanga District Office and comparing the Corrected Item-Total Correlation (r-count) value > 0.344 (r-table), thus the statement items in each research variable are declared valid. The results of Instrument Validity Test for X1, X2, Y, and Z instrument show that the Human Resource Development (consists of 10 questions), Office Facilities (consists of 10 questions), Employee Performance (consists of 10 questions), Organizational Culture Instrument (consists of 10 questions), has a calculated r value $> r$ table (0.344) so this, it can be concluded that each statement instrument is valid and can be used in research. The following are the results of the reliability testing of each variable. The results of the reliability test showed that all research variables had a Cronbach's Alpha value > 0.60 .

Table 1. Reliability Test Results

Variable	Number of Statements	Cronbach's Alpha	Description
Human Resource Development	10 items	0.687	Reliable
Office Facilities	10 items	0.753	Reliable
Employee Performance	10 items	0.757	Reliable
Organizational Culture	10 items	0.744	Reliable

The Kolmogorov-Smirnov test shows that the results of Multicollinearity Test I show that the Asymp. Sig value is 0.170, this value indicates that the value is greater than 0.05, so it can be



concluded that the data has met the requirements for normally distributed residual data. The Multicollinearity Test of Sub Model I shows that the Multicollinearity test results show that the Human Resource Development (HRD) Variable has a VIF value of 1.626 and a Tolerance of 0.615. If $VIF > 10$, there is an indication of high multicollinearity, the ideal $VIF: < 5$ (safer), a low Tolerance Value (< 0.1) also indicates the same problem. then there is no Multicollinearity. The results of Multicollinearity Test II show that the Asymp. Sig value is 0.200, this value indicates that the value is greater than 0.05, so it can be concluded that the data has met the requirements for normally distributed residual data.

The results of the Multicollinearity test can be concluded that the VIF and tolerance values are as follows: The Human Resource Development variable has a VIF value of 1.237 and a Tolerance of 0.808. The Office Facilities variable has a VIF value of 1.988 and a Tolerance of 0.503. The Organizational Culture variable has a VIF value of 2.123 and a Tolerance of 0.471. The results of the Heteroscedasticity Test of Sub Model I show that the parameter coefficients for the independent variables, namely the Human Resource Development variable $0.440 > \alpha = 0.05$; the Office Facilities variable $0.91 > \alpha = 0.05$; the significance value (Sig.) of the above variables is greater than 0.05, it can be concluded that the regression model does not contain symptoms of heteroscedasticity. The results of the Heteroscedasticity Test of Sub Model II show that the parameter coefficients for the independent variables, namely the Human Resource Development variable $0.20 > \alpha = 0.05$; the Office Facilities variable $0.11 > \alpha = 0.05$; the Organizational Culture variable $0.870 > \alpha = 0.05$; because the significance value (Sig.) of the three variables above is greater than 0.05, it can be concluded that the regression model does not contain symptoms of heteroscedasticity.

Path Analysis of Sub-Model I

These results conclude that in the regression of Sub-Model I, the Human Resource Development variable (X1) has a significant effect on Organizational Culture (Z), and the Office Facilities variable (X2) has a significant effect on Organizational Culture (Z). The Adjusted R² or Adjusted R Square value shown in the Model Summary table is 0.171. This indicates that the contribution or influence of the Human Resource Development (X1) and Office Facilities (X2) variables on Organizational Culture (Z) is 17.1%, while the remaining 82.9% is contributed by other variables not included in the study. Meanwhile, the $e1$ value can be calculated using the formula $e1 = (1-0.171) = 0.829$.

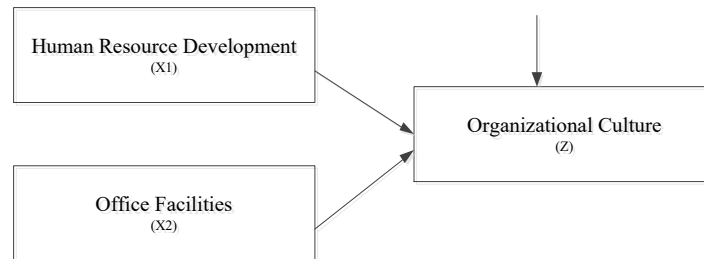


Figure 2. Path Diagram of Sub Model I

Referring to the regression output of Sub-Model II, it can be seen that the significance value of the two variables: Human Resource Development (X1) = 0.20, Office Facilities (X2) = 0.11, and Organizational Culture (Z) = 0.870. The Adjusted R2 or Adjusted R Square value shown in the Model Summary table is 0.228. This indicates that the contribution or influence of the variables Human Resource Development (X1), Office Facilities (X2), and Organizational Culture (Z) on Employee Performance (Y) is 77.2%, while the remaining 22.8% is contributed by other variables not included in the study. Meanwhile, the value of e2 can be found using the formula $e1 = (1-0.228) = 0.772$. Thus, a path diagram is obtained.

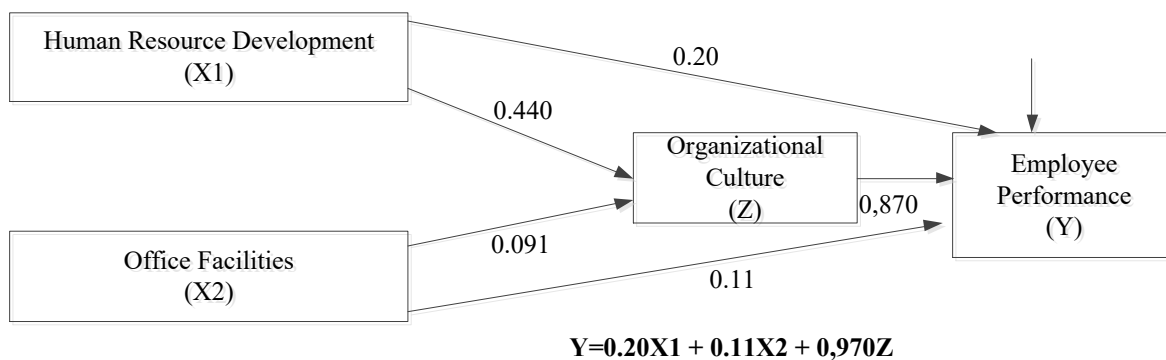


Figure 3. Path Diagram of Sub Model II

Reporting Research Results

The analysis results show that the direct effect of Human Resource Development (X1) on Employee Performance (Y) is 0.20. Meanwhile, the indirect effect of Human Resource Development (X1) on performance (Y) through job satisfaction (Z) is $0.200 \times 0.870 = 0.174$.



Therefore, the total effect of Human Resource Development (X1) on performance (Y) is the direct effect plus the indirect effect, which is $0.200 + 0.174 = 0.374$.

Hypothesis Testing for Sub-Model I Results

Based on the calculations above, it can be seen that the direct effect is 0.200 and the indirect effect is 0.374, meaning the direct effect is smaller than the indirect effect. These results indicate that the Human Resource Development (X1) variable, through Organizational Culture (Z), has a significant indirect effect on performance (Y). The analysis results show that the direct effect of Office Facilities (X2) on performance (Y) is 0.110. Meanwhile, the indirect effect of Office Facilities (X2) on Employee Performance (Y) through Organizational Culture (Z) is $0.110 \times 0.870 = 0.0957$. Therefore, the total effect of Office Facilities (X2) on Employee Performance (Y) is the direct effect plus the indirect effect, which is $0.200 + 0.110 = 0.320$.

Based on the calculation results above, it can be seen that the direct effect is 0.11 and the indirect effect is 0.20, meaning the direct effect is smaller than the indirect effect. These results indicate that the organizational justice variable (X2) indirectly, through job satisfaction (Z), has a significant effect on performance (Y).

1. The hypothesis states that Human Resource Development (X1), Office Facilities (X2) have a positive and significant influence on Organizational Culture (Z). Human Resource Development variable (X1) with a probability level of 0.000. Thus, it can be concluded that $P = 0.000 < \alpha = 0.05$, accepting the hypothesis that the Human Resource Development variable has a significant effect on the Organizational Culture variable.
2. Office Facilities variable (X2) with a probability level of 0.000. Thus, it can be concluded that $P = 0.00 < \alpha = 0.05$, accepting the hypothesis that the Office Facilities variable has a significant effect on the Organizational Culture variable.

The path analysis equation can be constructed as follows: $Z = 0.440 X1 + 0.091 X2$. This analysis equation model means:

1. Human Resource Development variable (X1) = 0.20. A positive Human Resource Development variable indicates a unidirectional influence, meaning that every one-unit increase in the Human Resource Development variable score will increase the Organizational Culture variable score by 0.590 per score unit.



2. Organizational Justice variable (X2) = 0.11. A positive Office Facilities variable indicates a unidirectional influence, meaning that every one-unit increase in the Organizational Justice variable score will increase the Office Facilities variable score by 0.11 per score unit.

Next, to determine the magnitude of the influence of the independent variables on the dependent variable, the coefficient of determination (R²) test is used. The results of the coefficient of determination (R²) test for Sub Model I = 0.251. This means that 25.1% of Organizational Culture can be explained by the two independent variables above, while the remaining 74.9% is explained by other variables not included in this study.

Hypothesis Testing for Sub-Model II Results

The hypothesis states that Human Resource Development (X1), Office Facilities (X2), and Organizational Culture (Z) have a positive and significant effect on Employee Performance (Y). The following are the results of the t-test calculations for each variable.

1. The Human Resource Development variable (X1) has a probability level of 0.853. Therefore, it can be concluded that $P = 0.853 < \alpha = 0.05$, and the hypothesis that Human Resource Development has a significant effect on Employee Performance is accepted.
2. The Office Facilities variable (X2) has a probability level of 0.605. Therefore, it can be concluded that $P = 0.605 < \alpha = 0.05$, and the hypothesis that Office Facilities has a significant effect on Employee Performance is accepted.
3. The Organizational Culture variable (Z) has a probability level of 0.029. Therefore, it can be concluded that $P = 0.000 < \alpha = 0.05$, accepting the hypothesis that the Office Facilities variable has a significant effect on the Employee Performance variable.

Therefore, the path analysis equation can be formulated as follows:

$$Y = 0.20 X1 + 0.11 X2 + 0.870 Z$$

The analytical equation model means:

1. Human Resource Development Variable (X1) = 0.440. A positive Human Resource Development variable indicates a unidirectional effect, meaning that every one-unit increase in the Human Resource Development variable score will increase the performance variable score by 0.440 per score unit.



2. Office Facilities Variable (X_2) = 0.091. A positive Office Facilities variable indicates a unidirectional effect, meaning that every one-unit increase in the Office Facilities variable score will increase the Employee Performance variable score by 0.091 per score unit.
3. Organizational Culture Variable (Z) = 0.870. A positive Organizational Culture variable indicates a unidirectional influence, meaning that every one-unit increase in the Organizational Culture variable score will increase the performance variable score by 0.870 per score unit.

The results of the Sobel Test E_e on K_iK through K_eK in the Sobel Test test show that the Human Resource Development Variable on Employee Performance through Organizational Culture has a test statistic value = 5.4017 and p-value $< \alpha$, namely $0.00000007 < 0.005$, so it can be concluded that Organizational Culture can mediate between the Human Resource Development variable and the Employee Performance variable. The Z value = 8.16 is greater than 1.96, which is the critical limit at the 5% significance level ($\alpha = 0.05$). Therefore, it can be concluded that Organizational Culture significantly mediates the relationship between Human Resource Development and Employee Performance. In other words, the better the HR development carried out, then through a strong organizational culture, it will have a positive impact on improving employee performance.

DISCUSSION

In The Human Resource Development (HRD) variable has a positive and significant effect on Organizational Culture at the Tigabinanga District Office. The HRD variable has a regression coefficient of 0.440, indicating a unidirectional effect, meaning that every one-unit increase in the HRD variable score increases the organizational culture score at the Tigabinanga District Office by 0.440 per score unit. The results of this study are in accordance with research conducted by Hima Barima & Juli Handayani (2024), LA Nurlaila (2024), which shows that Human Resource Development also has a positive and significant effect on Organizational Culture. The Office Facilities variable has a positive effect on Organizational Culture at the Tigabinanga District Office. The Office Facilities variable has a regression coefficient value of 0.091 and has a unidirectional effect, meaning that every increase or increase in the score of one unit of the Office Facilities variable will increase the value of the Organizational Culture of the Tigabinanga District Office by 0.091 per one score unit. Based on the results of the second hypothesis test, it is known that Office Facilities have an influence on the Organizational Culture of the Tigabinanga District Office. Office Facilities are a factor that influences Organizational Culture. When employees work supported by infrastructure, facilities and welfare support,



employee performance can increase significantly. The results of this study are in accordance with research conducted by H. Wijaya et al., (2024), KD Kristina (2023), R. Dunggio (2022) which shows that Office Facilities also have a positive and significant effect on Organizational Culture.

The Human Resource Development variable has a positive effect on the Organizational Culture of employees at the Tigabinanga District Office. The Human Resource Development variable has a regression coefficient value of 0.20 and has a unidirectional effect, meaning that every increase or increase in the value of one unit of the Human Resource Development variable score will increase the employee performance value of Human Resource Development by 0.20 per one unit of the score. The results of this study are in accordance with the research of Mukhlison Effendi (2021), Rintjap IH et al., (2021), AS Wibowo (2021), R Hinelo (2022) which shows that Human Resource Development also has a positive and significant effect on Employee Performance.

The Office Facilities variable has a positive effect on employees at the Tiga Binanga District Office. The Office Facilities variable has a regression coefficient value of 0.09 and has a unidirectional effect, meaning that every one-unit increase in the Office Facilities variable score will increase the employee performance score at the Tiga Binanga District Office by 0.09 per score unit. The results of research by IK. Alam & Sarpan (2024), Septiyanti Pagaya & Rita N. Taroreh (2023) show that Office Facilities have a positive and significant effect on Employee Performance. The Organizational Culture variable has a positive effect on Employee Performance with a regression coefficient value of 0.870. The Organizational Culture variable has a regression coefficient value of 0.870 and has a unidirectional effect, meaning that every addition or increase in the value of one unit of the Organizational Culture variable score will increase the employee performance value at the Tiga Binanga District Office by 0.870 per one unit of the score. The results of this study are in line with Ika Muniarti et al., (2021), Faridah & Sofyan (2022) who stated that Organizational Culture has a significant effect on Employee Performance. Based on path analysis, it is known that the Influence of Human Resource Development (X1) on Employee Performance (Y) has a direct influence of 20%, as well as an indirect influence through Organizational Culture (Z) of 38.28%. Thus, the total influence of X1 on Y is 58.28%. The results of this study are in accordance with the research of Lutfi Ayu Nurlaila (2023) Riski Amaliah et al. (2024) who stated that Human Resource Development through Organizational Culture has a positive and significant influence on improving Employee Performance. Based on the results of the Sobel test calculation above, the t value is 0.3828, so the calculated t value is $2.909 > t \text{ table } 1.985$, so it can be concluded that the Organizational Culture variable is able to mediate the relationship between the influence of Office Facilities on



Employee Performance. And based on path analysis, it is known that the influence of Office Facilities (X2) has a direct influence on Employee Performance (Y) of 11%, and an indirect influence through Organizational Culture (Z) of 7.92%, so that the total influence of X2 on Y is 18.92%. The results of this study are in accordance with the research of Ilham Kudratul Alam & Sarpan (2024), Deddy Sulaimawan (2020) that Office Facilities through Organizational Culture have a positive and significant effect on Employee Performance.

CONCLUSION

The hypotheses suggest that Human Resource Development, Office Facilities, and Organizational Culture significantly influence Employee Performance, both directly and through mediation. Human Resource Development and Office Facilities both have a positive and significant effect on Organizational Culture and Employee Performance at the Tigabinanga District Office. Organizational Culture strongly mediates these relationships, amplifying the impact of HRD and facilities on employee outcomes. Overall, HRD contributes 58.28% and Office Facilities 18.92% to performance, confirming culture as a key driver of effectiveness. Human Resource Development improves employee skills, knowledge, and motivation, which directly enhances performance and also strengthens organizational culture. Office Facilities provide supportive infrastructure and resources, enabling employees to work more effectively while shaping a positive work environment. Organizational Culture fosters shared values and norms, guiding behavior and mediating how HRD and facilities translate into improved employee performance.

LIMITATION

The research is limited to one government office (Tiga Binanga District Office), so the findings may not fully represent other organizations or sectors. Only three independent variables (HRD, Office Facilities, and Organizational Culture) were examined, while other factors (leadership, motivation, work discipline, technology adoption) may also influence performance. The study provides a cross-sectional (one-time) analysis, so it cannot explain long-term effects or changes in performance over time. This study is limited to the Tiga Binanga District Office, so the findings may not be generalized to other contexts. It only examines Human Resource Development, Office Facilities, and Organizational Culture, while other factors may also influence performance.

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