

Employee Performance is Influenced by Work Motivation and Facilities Infrastructure

Shely Rahmadatul Fitria^{1*}, Ika Korika Swasti²

^{1,2} *Department of Management, Pembangunan Nasional "Veteran" Jawa Timur
University, Indonesia*

Abstract

Purpose - This research seeks to examine how work motivation and facilities infrastructure conditions affect the performance of employees at PT Z.

Design/methodology/approach – This research was conducted directly in the field by gathering information through interviews, observations, and questionnaires. The data obtained was then processed using a quantitative approach. The research respondents included contract employees in the production department, who were selected using a saturated sampling method. Outer and inner model analysis was used with the help of SmartPLS.

Originality - This research has not been conducted previously on the same subject.

Findings and Discussion - The findings of this study indicate that work motivation has a positive and significant effect on employee performance, and that facilities infrastructure also has a positive and significant effect on employee performance. The study's findings highlight the critical role of wage appreciation and ensuring the availability of adequate work facilities.

Conclusion - The study shows that work motivation has a positive effect on employee performance; high work motivation can encourage enthusiasm and commitment to work. In addition, facilities infrastructure also has a positive effect on employee performance. Adequate facilities infrastructure can increase work effectiveness.

Keywords - Employee Performance, Facilities Infrastructure, Work Motivation

Introduction

Indonesia's economy is largely supported by the manufacturing sector, which is strategically important because it not only provides employment for more than 18 million workers but also contributes significantly to the formation of national added value (Handayani, 2021). The large capacity for labor absorption makes the manufacturing sector one of the important pillars supporting the country's economic movement.

However, in recent years, manufacturing companies have faced various pressures, primarily from increasingly intense global competition and rising operational costs influenced by inflation fluctuations and energy price uncertainties. These challenges require industry players to not only

strengthen their external competitiveness, but also make comprehensive improvements to internal aspects of the company, particularly in human resource management (Andriani & Amalia, 2023) .

Human resource management is a crucial component in maintaining the sustainability of organizational operations. The capabilities and quality of the workforce are factors that greatly determine whether a company can survive and grow or experience a decline in performance (Carbala & Kustini, 2023) . In this context, employee performance serves as a key indicator for assessing the effectiveness of an organization in achieving its goals. Performance reflects the work results of individuals and groups in accordance with their responsibilities and predetermined targets (Hakim, 2024) .

PT Z, as a manufacturing company focused on concrete production and processing, plays an important role in supporting material needs for facilities infrastructure development. The company's commitment to product quality requires employees to perform optimally so that the production process runs efficiently and meets industry standards. However, in practice, the company is facing a number of challenges that impact production results.

Data shows a significant decline in production output from 80.55% in 2023 to 71.02% in 2024, or a decrease of 9.53%. This decline is related to several obstacles, such as delays in the production process that have an impact on order delivery, to the cancellation of orders from customers. This situation not just the organization's economic status, but can also reduce consumer confidence and damage the company's reputation.

One factor believed to be closely related to this condition is work motivation. Motivation, whether derived from internal or external factors, serves as the main driver for employees to exert their best abilities in achieving organizational goals (Ulfaturrosida & Swasti, 2022) . Strong motivation can increase work enthusiasm and encourage continuous performance improvement (Waluyo & Swasti, 2024) . According to observations, multiple several aspects that influence weak motivation at PT Z. First, the company has not provided a structured reward system for out standing employees, even though rewards are an important instrument in increasing work enthusiasm (Iskandar, 2023) .

Second, changes in overtime policy have had a negative impact on employees because overtime pay is only given if production targets are met, unlike the previous rules which were more flexible. This condition is considered unfair given the uncertainty of work schedules that often require workers to work night shifts or on holidays. Third, coordination between employees is still not optimal, which slows down the completion of work. These outcomes correspond with Sari et al. (2022), which states that wage systems, rewards, and harmonious working relationships are important factors in shaping work morale.

Although motivation is often considered an important determinant of performance, previous studies have shown inconsistent results. Some studies report that work motivation has a positive and significant effect on employee performance, while other studies show that motivation does not always have significant (Tanjung et al., 2023). These differences indicate that the impact of motivation on performance can vary depending on organizational conditions,

work environment, and company policies.

Additionally to motivation, facilities and infrastructure also exert a meaningful effect on employee performance. Adequate facilities and infrastructure are believed to establish an productive work environment and facilitate enhanced efficiency (Taufiq et al., 2023). However, at PT Z, various obstacles related to work facility conditions were found. First, most of the production equipment is old and has not undergone a renewal program.

Second, the repair process is slow due to the long procurement time for spare parts, including emergency parts. Third, the small capacity of the pan mixer limits production volume and slows down the mixing process. Fourth, the high acidity level of the water causes corrosion on production equipment. These outcomes are consistent with Paramita et al.(2022).

Previous studies examining the influence of facilities and infrastructure on employee performance also show inconsistent findings. Some studies confirm that adequate facilities and infrastructure have a positive effect on performance, while others show that facilities and infrastructure do not always have a significant effect Alkha et al.(2022). This inconsistency suggest that the role of facilities and infrastructure may depend on the specific organizational context and how the facilities and infrastructure are utilized.

The inconsistencies found in previous studies regarding the influence of work motivation and facility infrastructure on employee performance can be attributed to differences in organizational environment, industry characteristics, facility conditions, and management practices. In production-based companies, especially those operating under time pressure and technical constraints, employee performance may depend more on motivational factors than on physical facilities alone.

PT Z represents such a context, characterized by production targets, operational limitations, and facility constraints. Therefore, examining the simultaneous influence of work motivation and facility infrastructure in this specific production environment provides an opportunity to clarify the conditions under which these factors have a stronger or weaker influence on employee performance.

With these considerations in mind, this study aims to analyze the influence of work motivation and facility infrastructure on employee performance at PT Z. The findings of this study are expected to contribute theoretically to the development of human resource management literature, particularly in explaining contextual differences in performance determinants, while also providing practical insights for management in formulating effective strategies to improve employee performance through strengthening motivation and improving facilities.

Literature Review

Maslow's Hierarchy of Needs Theory (1984) forms the basis of this research approach, in which human needs are classified into five levels, ranging from physiological needs, safety, social relationships, esteem, to self-actualization. In this theoretical perspective, work motivation arises when basic and advanced needs are met, including a sense of security, financial support, and opportunities for development.

According to this theory, individuals will be motivated to perform better when their basic needs are met, allowing them to shift their attention to higher-level needs related to recognition, achievement, and self-development. In the organizational context, Maslow's theory provides a relevant conceptual framework for understanding how working conditions and psychological factors influence employee behavior and performance.

Employee performance describes the level of achievement of individuals or groups in carrying out tasks in accordance with organizational standards and objectives Fauzan et al. (2021); Prasetya & Prasetya (2024); Destriani & Swasti (2025). Based on Maslow's perspective, employee performance is greatly influenced by the extent to which needs at various levels can be met. When physiological and safety needs are met, employees can focus more on performing their jobs without being burdened by concerns about physical comfort or work safety.

Furthermore, the fulfillment of social and esteem needs encourages employees to show greater responsibility, initiative, and commitment to their work. At the highest level, self-actualization motivates employees to optimize their potential, which is reflected in consistent and high-quality performance. Work motivation is an internal and external drive that influences the intensity, direction, and persistence of employee behavior in completing tasks and achieving organizational goals Ulfaturrosida & Swasti (2022); (Lathiifa & Chaerudin, 2022); Alfaiz et al. (2025); Niswah et al. (2023); Zulfikar & Santoso (2024). When linked to Maslow's Hierarchy of Needs, financial compensation plays a role in fulfilling physiological and safety needs because it provides a guarantee of basic life needs and economic stability.

Awards and recognition for employee performance are related to the fulfillment of the need for appreciation, which makes employees feel valued and recognized for their contributions. Meanwhile, harmonious working relationships fulfill social needs by creating a sense of togetherness and cooperation in the work environment. The fulfillment of these needs encourages higher work motivation, which ultimately contributes to improved employee performance.

In addition to work motivation, facilities and infrastructure are also important factors that affect employee performance. Facilities and infrastructure include the availability and condition of physical resources, equipment, and work tools used in daily work processes. Adequate facilities and infrastructure enable employees to perform their duties more efficiently, reduce technical barriers, and create a comfortable working environment Sari et al. (2024); Paramita et al. (2022); Farizi et al. (2021); Siahaan et al. (2021). Within Maslow's framework, facilities and infrastructure play an important role in meeting the physiological and safety needs of employees. A safe working environment and well-functioning equipment can reduce physical strain, minimize the risk of accidents, and increase a sense of security while working. With these basic needs met, employees can focus more on achieving work targets and developing their abilities, thereby optimizing performance.

Hypothesis Development

The Influence of Work Motivation on Employee Performance

Employee motivation in the workplace serves as a critical element in fostering greater dedication and enthusiasm among workers toward task completion, ultimately enabling organization to meet their objectives. Research examining how motivation affects performance has yielded mixed results. According to Irpan et al. (2024), workplace motivation plays a meaningful role in driving enhanced employee output. However, these conclusions contrast with other research indicating that motivation does not meaningfully affect how employees perform.

On the other hand, Pancasasti's (2022) study demonstrates a positive and considerable association among employee motivation and work performance, which aligns with findings from Lestari et al.'s (2024) that similarly validate the meaningful connection between these two factors. Anggreani et al. (2025) add to this body of research by demonstrating that workplace motivation makes a positive contribution to performance enhancement.

At PT Z, several motivation issues have been identified, including the absence of a structured reward system, changes in overtime compensation policies, and suboptimal coordination among employees. These conditions can reduce employee enthusiasm and commitment to their work, which can ultimately affect their performance. However, when work motivation is adequately supported through fair compensation, recognition, and positive working relationships, employees are more likely to demonstrate better discipline, higher initiative, and better work results. Therefore, based on theoretical considerations and practical conditions observed at PT Z, the following hypothesis is proposed:

H1: Work motivation has a positive and significant effect on employee performance

The Influence of Facilities Infrastructure on Employee Performance

Facilities and infrastructure serves a critical function in supporting the smooth running of work activities and helping employees complete their assigned tasks to accomplish organizational objectives. Complete and adequate facilities infrastructure generally contribute to improved employee performance (Krismayanti, 2024). However, not all studies show consistent results. Munarsi et al.(2021), found that facilities and infrastructure do not meaningfully impact work performance, indicating that the role of work facilities and infrastructure may vary depending on the context and organizational environment.

On the other hand, a number of studies provide evidence supporting the positive impact of facilities and infrastructure on performance outcome. Asmiani (2024) found that adequate work facilities and infrastructure have a positive and considerable effect on employee performance. This conclusion is corroborated by Hariyanto et al. (2024), which revealed that good facilities and infrastructure contribute positively to improving employee performance. Overall, the completeness and quality of optimal work facilities and infrastructure can be a crucial component that directly encourages high employee productivity.

At PT Z, several infrastructure-related challenges have been observed, such as outdated production equipment, slow repair processes, limited production capacity, and equipment damage caused by environmental factors. These issues can hinder work processes, reduce efficiency, and negatively impact employee performance. Conversely, when facilities and infrastructure are adequate and functioning properly, employees can complete their tasks more efficiently and achieve production targets more easily. Based on theoretical insights and practical conditions at PT Z, the following hypothesis is formulated:

H2: Facilities infrastructure has a positive and significant effect on employee performance

Theoretical Framework

The conceptual framework within the scope of this investigation was developed to provide a conceptual overview of the connections among the variables studied. Within this current research, the independent variables, comprising work motivation along with workplace facilities and infrastructure are assumed to be presumed to exert an influence on the outcome variable, specifically employee performance. Therefore, the conceptual model for this research is presented as follows:

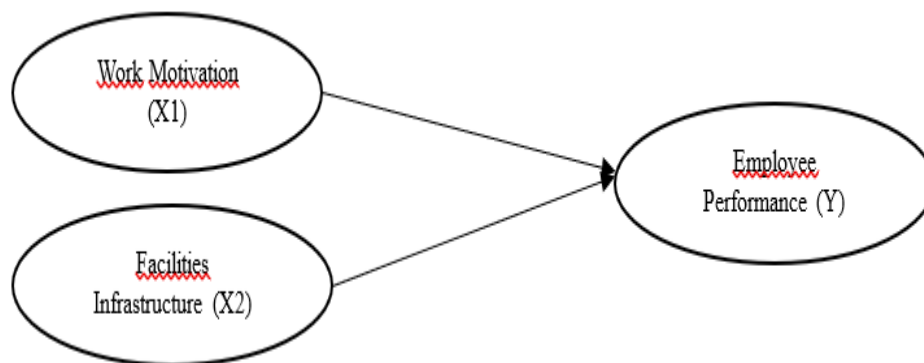


Figure 1. Theoretical Framework

Methods, Data, and Analysis

This study uses three main constructs as the basis for the operational definition of variables. The outcome variable, referred to as employee performance, is defined as the output generated by individuals and groups over a specific timeframe, as indicated by output quality, the extent to which work results meet established targets, adherence to task deadlines, and teamwork capabilities, as adapted from Mangkunegara (2020).

Meanwhile, facilities infrastructure as one of the independent variables refers to various facilities, tools, and equipment that support the work process. The measurement item for this variable are drawn from Nur et al. (2024), namely the completeness of facilities, the physical condition and function of tools, and the ease of use of work equipment.

Another independent variable, work motivation refers to both intrinsic and extrinsic impulses that shape a person’s readiness and capacity to expend

effort and time in order to accomplish organizational objectives (Niswah, 2021). The motivation indicators refer to Sukriyani (2021), which include financial compensation, forms of appreciation such as awards or praise, and the quality of working relationships between employees.

This study applies a quantitative approach with the object being all 42 contract employees in the production department. All members of the population were used as respondents because they had work characteristics that were in line with the focus of the study, especially related to operational activities, and all workers in the production department were on contract. Respondents were selected using saturated sampling or total sampling, which, according to Jasmani et al. (2024), is a method that defines the entire population as a sample, especially when the population size is small, allowing for the inclusion of all members.

Data collection in this study used triangulation techniques, namely a combination of questionnaires as the main instrument and interviews as a supplement to strengthen understanding of the phenomena that emerged. The questionnaire was designed using a five level Likert scale that soans from strong disafreement to strong agreement, assigning scores from one to five for each item, as commonly used in measuring respondent perceptions (Satria & Imam, 2024). Data examination employed the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, with processing carried out through the SmartPLS application.

Results

Model Measurement Evaluation (Outer Model)

Convergent Validity

Convergent validity was assessed using two main measures, namely Average Variance Extracted (AVE) and factor loading values. This test aimed to ensure that each indicator accurately reflected the latent construct being measured.

Table 1. Validity Test

Construct	Indicator	Outer Loading	AVE
Work Motivation	X1.1	0.874	0.803
	X1.2	0.941	
	X1.3	0.873	
Facilities Infrastructure	X2.1	0.798	0.700
	X2.2	0.876	
	X2.3	0.814	
Employee Performance	Y1	0.488	0.754
	Y2	0.796	
	Y3	0.811	
	Y4	0.912	

Source: processed data, 2025

Preliminary analysis results reveal that indicator Y1 in the employee performance variable does not meet the convergent validity criteria, as it only has a loading value of 0.488—lower than the minimum limit of 0.70. To improve the consistency and quality of the measurement model, this indicator was ultimately removed from the model.

Table 2. Validity Test

Construct	Indicator	Outer Loading	AVE
Work Motivation	X1.1	0.871	0.803
	X1.2	0.942	
	X1.3	0.873	
Facilities Infrastructure	X2.1	0.817	0.700
	X2.2	0.853	
	X2.3	0.839	
Employee Performance	Y1	0.863	0.754
	Y2	0.849	
	Y3	0.892	

Source: processed data, 2025

After reprocessing, satisfied the requirements and were deemed valid since each factor loading exceeded 0.7 and the AVE exceeded 0.5.

Construct Reliability

The assessment of construct reliability was performed utilizing two primary indicators, specifically Cronbach's Alpha and Composite Reliability, to evaluate the extent to which the indicators in a variable exhibit consistent internal reliability.

Table 3. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's alpha	Composite reliability
X1	0.879	0.926
X2	0.804	0.886
Y	0.844	0.919

Source: processed data, 2025

The analysis results show that each variable has a reliability value above 0.70, so that the instruments used can be declared consistent and have an adequate level of stability.

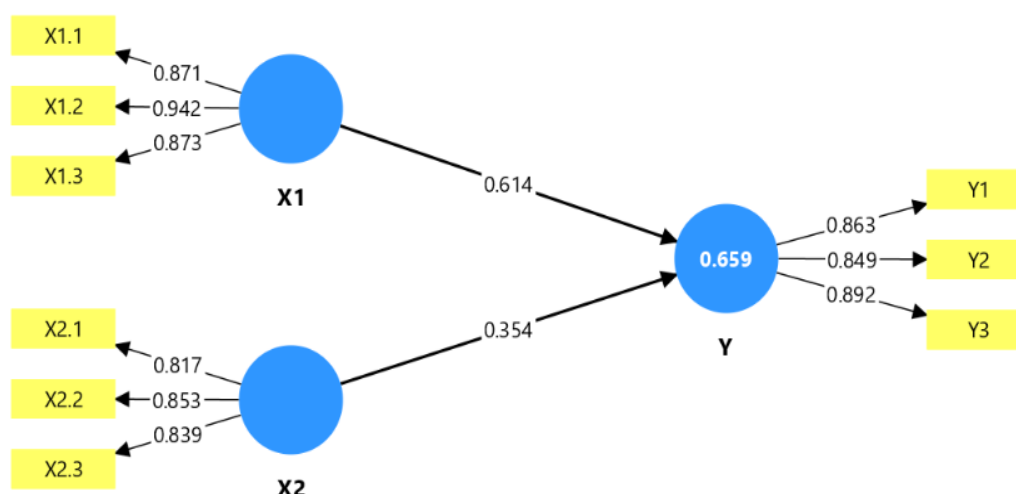


Figure 2. Outer Model

Structural Model Evaluation (Inner Model)

The appraisal of the structural model is implemented conducted to

assess the extent to which independent variables explain and affect dependent variables. Predictive capability is assessed using the R-Square value.

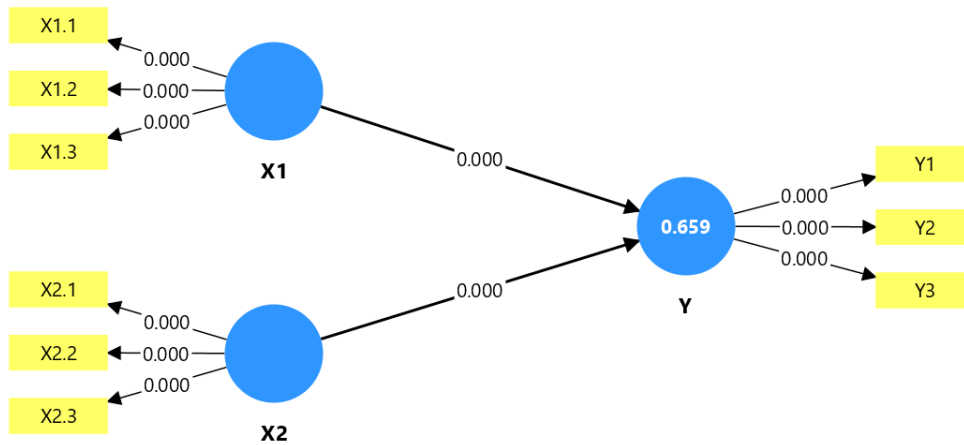


Figure 3. Inner Model

R-Square

The R-Square metric reveals what portion of the dependent variable’s variance is attributable to the independent variables within the model. In other words, this value describes how much the exogenous variables contribute to explaining changes in the endogenous variable.

Table 4. R-Square

Variable	R-square	Adjusted R-square
Y	0.659	0.641

Source: processed data, 2025

The R-Square calculation results show that employee performance has a value of 0.659, with an Adjusted R-Square of 0.641. These findings indicate that the combination of work motivation and facilities infrastructure variables can explain 65.9% of the variable in employee performance. While the rest 34.1% is shaped by other factors not included in this research.

Hypothesis Testing

Hypothesis evaluation was conducted through Path Coefficient analysis. A relationship between variables was categorized as significant if the T-Statistics surpassed 1.96 and the P-Value fell below 0.05.

Table 5. Path Coefficients

Variable	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
X1 -> Y	0.614	0.615	0.078	7.920	0.000
X2 -> Y	0.354	0.359	0.081	4.382	0.000

Source: processed data, 2025

The results of the hypothesis analysis show that:

1. The work motivation variable has been demonstrated to exert a positive

and significant effect on employee performance, as shown by a coefficient of 0.614, a T-Statistics score of 7.92 that surpasses 1.96, and a P-Value of 0.000 that falls below the 0.05. consequently, In addition to being statistically significant, the relatively large path coefficient indicates a strong effect size, meaning that changes in work motivation are associated with a substantial increase in employee performance. This finding highlights work motivation as the most influential factor. H1 is accepted.

2. The facilities infrastructure variable similarly demonstrates a positive and significant effect on employee performance. This is evidenced by the path coefficient of 0.354, a T-Statistics value of 4.382 that exceeds 1.96, and a P-Value of 0.000 that satisfies the significance requirements. Although the size of the effect is smaller than that of work motivation, the coefficient value reflects a moderate and meaningful effect. This indicates that adequate facilities and infrastructure contribute to improved employee performance by supporting work efficiency. As a result H2 is accepted.

Discussion

The Effect of Work Motivation on Employee Performance

The results of this study indicate that work motivation has a stronger influence on employee performance at PT Z than facility infrastructure. This finding can be explained by the specific characteristics of the production environment at PT Z, where employees are required to meet daily production targets under a tight schedule and operational pressure. employees to remain disciplined, focused, and persistent in completing their tasks.

In the production department, employees often face technical limitations and fluctuations in workload. However, motivated employees tend to show higher levels of initiative and responsibility, enabling them to adapt to these constraints. Factors such as the desire to achieve targets, gain recognition, and maintain job security play an important role in shaping employee behavior. As a result, employees with stronger motivation are more willing to put in extra effort, manage their time effectively, and coordinate with coworkers, which directly improves performance outcomes.

In addition, the motivational aspects observed at PT Z, such as compensation policies, overtime arrangements, and reward practices, are closely related to the psychological needs of employees. Changes in overtime rules and the absence of a structured reward system make motivation a highly sensitive factor in influencing performance. Therefore, improvements in motivational conditions are more directly reflected in employee behavior and productivity, which explains why motivation has a greater impact on performance in this environment.

These findings align with the studies conducted by Widodo & Swasti (2024) and Septian et al. (2025), which indicate that motivation plays a role in enhancing work performance. Overall, this study confirms that motivation is an important element that serves as a key driver in promoting better performance among at PT Z.

The Influence of Facilities Infrastructure on Employee Performance

Facilities infrastructure also has a positive and significant influence on employee performance at PT Z, although its influence is relatively smaller than that of motivation. In the production process, facilities and equipment serve as supporting elements that help employees perform their tasks more efficiently by reducing technical disruptions and physical workload.

Adequate facilities and infrastructure contribute to the smooth running of work processes and improve overall operational efficiency. However, the impact of facilities infrastructure on performance at PT Z is highly dependent on how effectively the facilities and infrastructure are utilized by employees. Some of the production equipment at PT Z is relatively old and has operational limitations, which means that facilities and infrastructure alone cannot fully determine performance outcomes.

In such conditions, the skills, experience, and willingness of employees to adapt become more important in ensuring that work is completed on time.

In addition, improvements to facilities infrastructure often require significant investment and time before their impact on performance becomes apparent. In contrast, improvements in motivation can influence employee behavior more quickly and directly. This difference helps explain why facilities infrastructure, while important, plays a more supportive than dominant role in influencing employee performance at PT Z.

Overall, the findings indicate that in PT Z's production environment, work motivation serves as the primary driver of employee performance, while facilities and infrastructure acts as a supporting factor that facilitates work activities. Therefore, efforts to improve employee performance should prioritize strengthening the motivation system, while also improving facilities and infrastructure to maintain long-term productivity and efficiency.

The study's results correspond with the research by Hariyanto et al. (2025), which confirms that facilities infrastructure contributes positively to improved work performance. Overall, the study's outcomes strengthen the view that facilities and infrastructure is a key element supporting improved performance at PT Z.

Conclusion

The analysis shows that work motivation has a positive and significant effect on employee performance at PT Z. High motivation and enthusiasm make employees more committed to completing their tasks, thereby improving the quality of their work. The company can prioritize strengthening employee motivation by implementing a structured appreciation system based on performance achievements. In addition, this study also proves that facilities and infrastructure has a tangible positive contribution to performance. Adequate and well-functioning facilities and infrastructure can create a comfortable working environment, reduce operational obstacles, and facilitate the execution of tasks. Companies can gradually improve facilities and infrastructure through planned equipment upgrades, accelerated spare parts procurement systems, and routine maintenance to maintain optimal working equipment conditions. Ultimately, these conditions help employees work more effectively to achieve company targets

Limitation

This study examined a phenomenon related to employee performance, namely work quality. However, when indicators related to work quality were used as research instruments, several items did not meet the validity criteria and therefore could not be used in the analysis. This condition became a limitation of the study because aspects of work quality that were originally considered relevant could not be measured empirically and were not further analyzed in the research model.

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