



Analysis of Work Facilities and Training on Employee Performance with Work Motivation as a Mediating Variable at the National Narcotics Agency North Sumatra Province

Analisis Fasilitas Kerja dan Pelatihan terhadap Kinerja Karyawan dengan Motivasi Kerja sebagai Variabel Mediasi di Badan Narkotika Nasional Provinsi Sumatera Utara

Lisa Fitria¹, Kiki Farida Ferine², Muhammad Isa Indrawan³
¹Master's Student in Management, Universitas Pembangunan Panca Budi
^{2,3}Master of Management, Universitas Pembangunan Panca Budi
Email: ¹ lisafitria88@gmail.com

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ABSTRAK

Kinerja pegawai merupakan faktor strategis dalam mendukung efektivitas pelaksanaan tugas pada instansi publik, termasuk Badan Narkotika Nasional Provinsi Sumatera Utara (BNN Provinsi Sumut). Penelitian ini bertujuan untuk menganalisis pengaruh fasilitas kerja dan pelatihan terhadap kinerja pegawai dengan motivasi kerja sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus terhadap seluruh 84 pegawai Badan Narkotika Nasional Provinsi Sumatera Utara. Data primer dikumpulkan melalui kuesioner dan dianalisis menggunakan Partial Least Squares (PLS). Hasil penelitian menunjukkan bahwa fasilitas kerja dan pelatihan berpengaruh positif dan signifikan terhadap kinerja pegawai dan motivasi kerja. Selain itu, motivasi kerja juga terbukti berpengaruh positif dan signifikan terhadap kinerja pegawai serta mampu memediasi pengaruh fasilitas kerja dan pelatihan terhadap kinerja pegawai. Temuan ini mengindikasikan bahwa peningkatan kualitas fasilitas kerja dan pelatihan, yang didukung oleh penguatan motivasi kerja, merupakan strategi penting dalam meningkatkan kinerja pegawai di lingkungan BNN Provinsi Sumatera Utara. Penelitian ini diharapkan dapat memberikan kontribusi praktis bagi pengelolaan sumber daya manusia, khususnya dalam perumusan kebijakan peningkatan kinerja pegawai sektor publik..

ABSTRACT

Employee performance is a strategic factor in supporting the effectiveness of task implementation in public institutions, including the North Sumatra Provincial National Narcotics Agency (BNN Provinsi Sumut). This study aims to analyze the effect of work facilities and training on employee performance with work motivation as a mediating variable. This study uses a quantitative approach with a census method on all 84 employees of the North Sumatra Provincial Narcotics Agency. Primary data were collected through questionnaires and analyzed using Partial Least Squares (PLS). The results show that work facilities and training have a positive and significant effect on employee performance and work motivation. In addition, work motivation was found to have a positive and significant effect on employee performance and was able to mediate the effect of work facilities and training on employee performance. These findings indicate that improving the quality of work facilities and training, supported by strengthening work motivation, is an important strategy in improving employee performance within the North Sumatra Provincial BNN. This study is expected to provide practical contributions to human resource management, particularly in the formulation of policies to improve the performance of public sector employees.

INTRODUCTION

Employee performance is a crucial factor in achieving organizational goals, especially in public institutions such as the North Sumatra Provincial National Narcotics Agency (BNN Sumut), which has a major responsibility in combating drug abuse. Competent, motivated human resources (HR) supported by adequate facilities and training will determine the effectiveness and efficiency of the organization's tasks. Recent studies show that adequate work facilities can increase employee productivity and performance quality. For example, research by O. Pelasula (2024) found that work facilities have a positive and significant effect on employee performance (regression coefficient of 0.513) at the Central Maluku Regency Office.

In addition, Wulandari (2023) showed that work facilities and the work environment simultaneously affect employee performance in government audit offices. Thus, it can be argued that the provision of work facilities is not merely a physical aspect but an important part of human resource management in the public sector.

On the other hand, training also plays an important role in improving employee competence so that they can carry out their duties more effectively and respond to work dynamics. Research by P. Paringsih (2023) on private companies shows that employee training plays a role in increasing work motivation,

which then has an impact on employee performance. Furthermore, Ramadhani (2024) also shows that training has a positive and significant effect on employee performance in the public sector (PT Air Minum Banjarmasin).

This indicates that training interventions are an important strategy in HR performance management. However, the success of work facilities and training in driving performance cannot be separated from the factor of work motivation as a mediating variable that bridges the relationship between organizational inputs (facilities and training) and employee outputs (performance). For example, research by Shefani & Jaya (2024) found that work motivation has a positive and significant effect on the performance of civil servants in Bandung, even though job training itself does not show a significant direct effect on performance. Thus, work motivation can be considered a key variable that strengthens the effect of work facilities and training on employee performance.

Based on this literature review, this study aims to analyze the relationship between work facilities and training on employee performance, with work motivation as a mediating variable at the North Sumatra Provincial Narcotics Agency (BNN). By understanding how work facilities and training affect work motivation, which in turn impacts employee performance, it is hoped that a clearer picture of the factors that drive performance in drug enforcement organizations can be obtained. The results of this study are expected to provide concrete managerial recommendations for HR managers at the North Sumatra Provincial Narcotics Agency to improve the effectiveness, efficiency, and productivity of the institution's tasks.

LITERATURE REVIEW

Employee Performance

According to Robbins & Judge (2020), employee performance can be defined as behavior that contributes to the achievement of organizational goals, which is usually measured based on the achievement of results desired by the organization or company.

Work Motivation

According to Vo et al. (2022), work motivation is a drive that stems from individual needs (competence, autonomy, social relations) that encourage productive and effective individual work behavior.

Training

According to Yudianti et al. (2023), training can be understood as an organization's effort to improve the skills and abilities of employees through systematic programs, so that employees can carry out their duties more effectively and contribute to performance improvement.

Work Facilities

According to Wijaksono et al. (2022), work facilities are everything that can facilitate and smoothen the implementation of a business.

Conceptual Framework

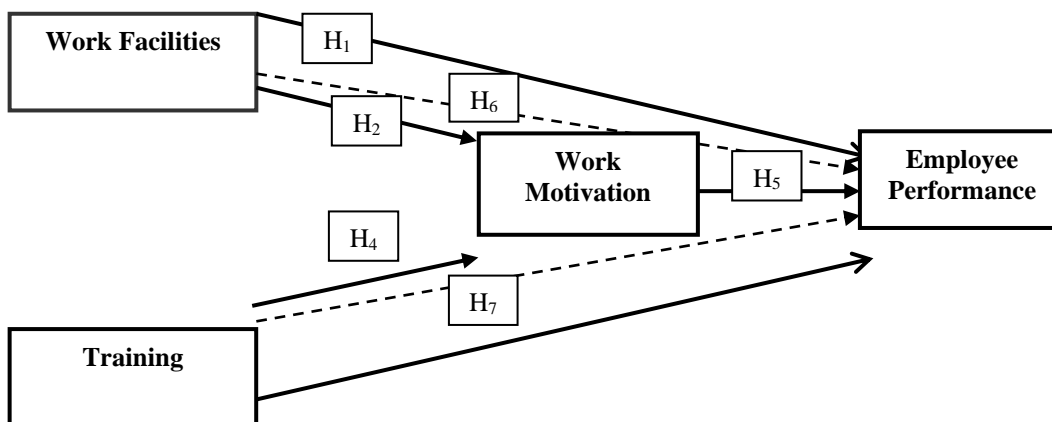


Figure 1. Conceptual Framework



Research Hypothesis

- H1: Work facilities have a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency .
- H2: Work facilities have a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
- H3: Training has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
- H4: Training has a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
- H5 : Work motivation has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
- H6: Work facilities have a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.
- H7 : Training has a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.

RESEARCH METHOD

Type of Research

The type of research used by the researcher is quantitative research. According to Sugiyono (2022), quantitative research can be defined as a method based on positivism philosophy, used to study a specific population or sample, with sampling techniques generally conducted randomly, data collection using research instruments, and quantitative/statistical data analysis with the aim of testing predetermined hypotheses. This type of quantitative research was conducted to create a study aimed at adjusting a study and analyzing work facilities and training on employee performance with work motivation as a mediating variable at the North Sumatra Provincial National Narcotics Agency.

RESULTS AND DISCUSSION

Validity Test

Table 1. Outer Loadings Values

	Employee Performance	Job Motivation	Training	Work Facilities
X1.1				0.839
X1.2				0.877
X1.3				0.878
X2.1			0.809	
X2.2			0.870	
X2.3			0.829	
X2.4			0.871	
Y.1	0.720			
Y.2	0.863			
Y.3	0.731			
Y.4	0.828			
Y.5	0.862			
Y.6	0.881			
Y.7	0.828			
Z.1		0.867		
Z.2		0.803		
Z.3		0.859		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, which show the results of outer model testing through loading factor/outer loadings values, all indicators in each variable have a loading value ≥ 0.70 . This indicates that each indicator is measured validly and strongly. Therefore, it can be concluded that all items in the questionnaire have met the validity criteria, as shown in the following figure.

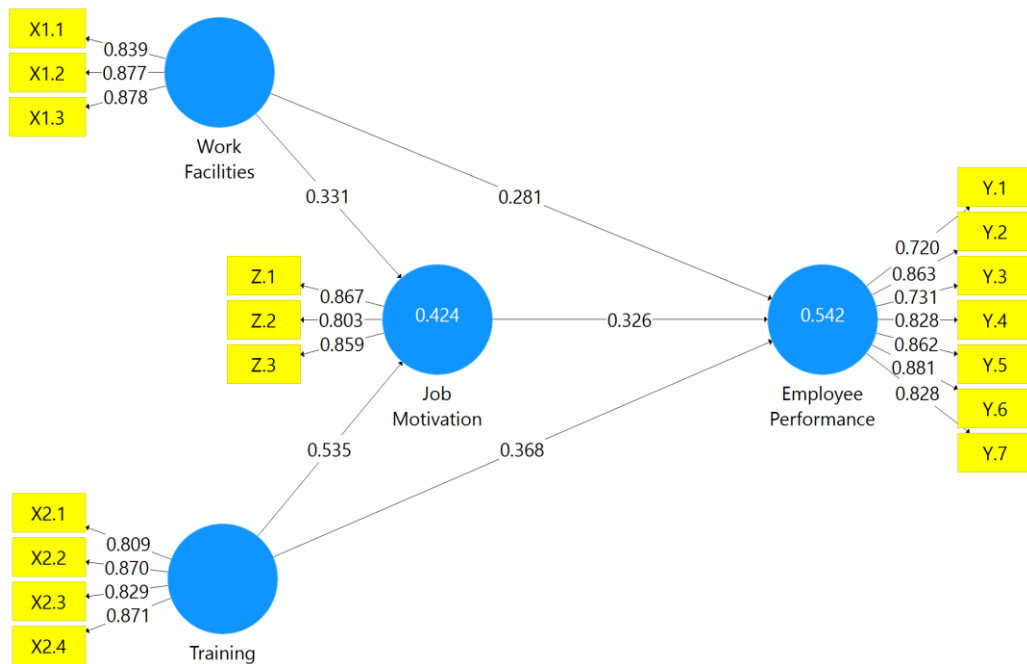


Figure 2 Outer Loading

In this study, there is an equation, and that equation consists of two substructures for substructure 1:

$$Z = \beta_1 X_1 + \beta_2 X_2 + e_1$$

$$Z = 0.331X_1 + 0.535X_2 + e_1$$

For substructure 2:

$$Y = \beta_2 X_1 + \beta_3 X_2 + \beta_3 Z + e_2$$

$$Y = 0.281 X_1 + 0.368X_2 + 0.326Z + e_2$$

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0.917	0.923	0.934	0.670
Job Motivation	0.798	0.806	0.881	0.711
Training	0.867	0.874	0.909	0.715
Work Facilities	0.832	0.836	0.899	0.748

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Thus, the research instrument is declared reliable and suitable for use in structural model testing.

Coefficient of Determination (R²)



In assessing the model with PLS, we begin by looking at the R-square for each dependent latent variable. The table below shows the R-square estimation results using SmartPLS.

Table 3. R Square Results

	R-Square	Adjusted R-Square
Job Motivation	0.424	0.412
Employee Performance	0.542	0.527

Source: Smart PLS, 2025

Table 3 shows the R square values for both dependent variables. For the work motivation variable, the R square value is 0.424, meaning that the influence of work facilities and training is 0.424 or 42.4%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.542, meaning that work facilities, training, and work motivation account for 0.542 or 54.2%, with the remainder attributable to other variables outside the model.

Direct Influence Between Variables

The direct effect between variables can be seen in the *path coefficients*. The data analysis results show the direct effect values in the following table.

Table 4. Path Coefficients (Direct Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Facilities -> Employee Performance	0.281	3.332	0.001	Accepted
Work Facilities -> Job Motivation	0.331	4.444	0.000	Accepted
Training -> Employee Performance	0.368	4,198	0.000	Accepted
Training -> Job Motivation	0.535	10,190	0.000	Accepted
Job Motivation -> Employee Performance	0.326	3,207	0.001	Accepted

Source: Smart PLS Output, 2025

The results in Table 4 show the following direct effect values:

1. Work facilities have a positive and significant effect on employee performance with a t-statistic value of 3.332 above 1.96 and a significance of 0.001 below 0.05, meaning that work facilities have a real effect on employee performance because the significance value is above 0.05. The results of this study are in line with previous studies, namely that work facilities have a positive and significant effect on employee performance (Ginting & Indrawan, 2023; Sitepu & Indrawan, 2023).
2. Work facilities have a positive and significant effect on work motivation with a t-statistic value of 4.444 above 1.96 and a significance of 0.000 below 0.05, meaning that work facilities have a significant effect on work motivation because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work facilities have a positive and significant effect on work motivation (Rachman et al., 2025).
3. Training has a positive and significant effect on employee performance with a t-statistic value of 4.198 above 1.96 and a significance of 0.000 below 0.05, meaning that training has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that training has a positive and significant effect on employee performance (Sihombing et al., 2025).
4. Training has a positive and significant effect on work motivation with a t-statistic value of 10.190 above 1.96 and a significance of 0.000 below 0.05, meaning that training has a real effect on work motivation because the significance value is above 0.05. The results of this study are in line with previous

studies, namely that training has a positive and significant effect on work motivation (Sihombing et al., 2025).

5. Work motivation has a positive and significant effect on employee performance with a t-statistic value of 3.207 above 1.96 and a significance of 0.001 below 0.05, meaning that work motivation has a real effect on employee performance because the significance value is below 0.05. The results of this study are in line with previous studies, namely that work motivation has a positive and significant effect on employee performance (Purba & Ferine, 2024).

Indirect Influence Between Variables

The indirect effect between variables can be seen in the *specific indirect effect* value. The data analysis results show the indirect effect value in Table 5 below.

Table 5. Specific Indirect Effects (Indirect Effects)

	Original Sample	T Statistics	P Values	Conclusion
Work Facilities -> Job Motivation -> Employee Performance	0.108	2.717	0.007	Accepted
Training -> Job Motivation -> Employee Performance	0.174	3.009	0.003	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Work facilities have a positive and significant effect on employee performance through work motivation with a t-statistic value of 2.717 above 1.96 and a significance value of 0.007 below 0.05, meaning that work motivation acts as an intervening variable between work facilities and employee performance.
2. Training has a positive and significant effect on employee performance through work motivation with a t-statistic value of 3.009 above 1.96 and a significance value of 0.003 below 0.05, meaning that work motivation acts as an intervening variable between training and employee performance.

CONCLUSION

1. Work facilities have a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
2. Work facilities have a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
3. Training has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
4. Training has a positive and significant effect on work motivation at the North Sumatra Provincial National Narcotics Agency.
5. Work motivation has a positive and significant effect on employee performance at the North Sumatra Provincial National Narcotics Agency.
6. Work facilities have a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.
7. Training has a positive and significant effect on employee performance through work motivation at the North Sumatra Provincial National Narcotics Agency.

RECOMMENDATIONS

Employee performance with the lowest score was "The work I do meets the quality standards set by the organization." Therefore, the recommendation is that the North Sumatra Provincial Narcotics Agency strengthen the implementation and supervision of work quality standards through periodic performance evaluations accompanied by direct feedback to employees, so that the work produced can more consistently meet the quality standards set by the organization.



Work motivation with the lowest score was "I am motivated because I am given the freedom to manage how I complete my work." The North Sumatra Provincial Narcotics Agency is advised to provide more flexible work autonomy to employees in accordance with organizational boundaries and procedures, so that employees feel trusted, more motivated, and able to complete their work in an effective and responsible manner.

Training with the lowest score of "The agency regularly conducts training to improve employee skills." The North Sumatra Provincial Narcotics Agency is advised to conduct regular and ongoing training in line with employee job requirements, so that employee competence improves and has a direct impact on performance improvement.

Facilities with the lowest score: "The available work facilities and infrastructure support the timely completion of tasks." The North Sumatra Provincial Narcotics Agency is advised to improve and modernize work facilities and infrastructure to make them more adequate, so that employees can complete tasks in a timely and efficient manner.

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