



## Analysis of Ability and Opportunity on Employee Performance Mediated by Work Motivation at the Humbang Hasundutan District Attorney's Office

### Analisis Pengaruh Kemampuan dan Kesempatan terhadap Kinerja Karyawan yang Dimediasi oleh Motivasi Kerja di Kejaksaan Negeri Humbang Hasundutan

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#### ABSTRAK

Kinerja pegawai merupakan faktor kunci dalam menentukan kualitas pelayanan sektor publik, termasuk yang diberikan oleh Kejaksaan Negeri Humbang Hasundutan sebagai lembaga penegak hukum. Penelitian ini bertujuan untuk menganalisis pengaruh kemampuan dan peluang terhadap kinerja karyawan dengan motivasi kerja sebagai variabel mediasi. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian terdiri dari 77 karyawan Kejaksaan Negeri Humbang Hasundutan, yang semuanya termasuk dalam sampel. Data dianalisis menggunakan Partial Least Squares–Structural Equation Modeling (PLS-SEM) dengan bantuan aplikasi SmartPLS. Hasil penelitian menunjukkan bahwa kemampuan dan peluang memiliki pengaruh positif dan signifikan terhadap kinerja karyawan dan motivasi kerja. Selain itu, motivasi kerja memiliki pengaruh positif dan signifikan terhadap kinerja karyawan serta mampu memediasi pengaruh kemampuan dan peluang terhadap kinerja karyawan. Temuan ini menunjukkan bahwa peningkatan kinerja karyawan tidak hanya ditentukan oleh kemampuan individu, tetapi juga oleh kesempatan kerja yang memadai dan motivasi kerja yang kuat. Oleh karena itu, Kejaksaan Negeri Humbang Hasundutan perlu memperkuat pengembangan kompetensi karyawan, menyediakan sarana dan prasarana kerja yang memadai, serta menerapkan kebijakan organisasi yang mendorong motivasi kerja dalam rangka meningkatkan kinerja secara berkelanjutan.

#### ABSTRACT

Employee performance is a key factor in determining the quality of public sector services, including those provided by the Humbang Hasundutan District Attorney's Office as a law enforcement agency. This study aims to analyze the influence of ability and opportunity on employee performance with work motivation as a mediating variable. The study uses a quantitative approach with a survey method. The research population consists of all 77 employees of the Humbang Hasundutan District Attorney's Office, all of whom were included in the sample. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of the SmartPLS application. The results show that ability and opportunity have a positive and significant effect on employee performance and work motivation. In addition, work motivation has a positive and significant effect on employee performance and is able to mediate the effect of ability and opportunity on employee performance. These findings indicate that improving employee performance is not only determined by individual ability, but also by adequate work opportunities and strong work motivation. Therefore, the Humbang Hasundutan District Attorney's Office needs to strengthen employee competency development, provide adequate work facilities and infrastructure, and implement organizational policies that encourage work motivation in order to improve performance in a sustainable manner.

## INTRODUCTION

Employee performance is a fundamental factor in determining the quality of public sector services, including law enforcement agencies such as the Humbang Hasundutan District Attorney's Office. Employees with good performance are able to complete tasks quickly, precisely, and accurately, thereby supporting the effectiveness of law enforcement. Robbins and Coulter (2021) explain that performance is the effectiveness of individuals in completing tasks based on organizational standards and targets. However, in practice, various phenomena such as delays in completing administrative tasks, documentation errors, and limited mastery of work technology indicate that employee performance still needs to be improved. This condition illustrates that the success of an organization is not only determined by its structure and regulations, but also by the quality of the human resources who carry out the tasks.

To explain the factors that influence performance, the Ability–Motivation–Opportunity (AMO) theory provides a comprehensive framework. Robbins and Coulter (2021) emphasize that employee

performance is influenced by three main aspects, namely ability, motivation, and opportunity to perform. In other words, employees will perform optimally if they have adequate abilities, are driven by strong work motivation, and receive opportunities or organizational support that enable them to work effectively.

Ability refers to an employee's knowledge, skills, and competence in performing tasks. According to Benítez-Núñez et al. (2024), ability includes cognitive abilities, technical skills, and practical skills that directly determine the quality of work output. In the context of the Humbang Hasundutan District Attorney's Office, the ability of employees to understand legal procedures, manage case administration, operate the attorney's office information system, and communicate professionally are important factors in producing good performance. Low mastery of certain competencies can hinder the effectiveness of case handling and administrative services to the community.

In addition, opportunity also plays a significant role in determining whether an employee succeeds in achieving performance standards. Sibian and Ispas (2021) state that opportunity describes the extent to which an organization provides opportunities, support, facilities, and an adequate environment to enable employees to perform at their best. Opportunity includes the availability of work facilities, clarity of standard operating procedures, support from superiors, quality of the work environment, and realistic time allocation. At the Humbang Hasundutan District Attorney's Office, this opportunity to perform is largely determined by the provision of work equipment, information technology, the quality of leadership supervision, and inter-section work coordination.

Meanwhile, work motivation serves as a psychological driver that determines the amount of effort employees put into completing tasks. Robbins and Judge (2020) explain that motivation is an internal or external drive that influences the intensity, direction, and persistence of work behavior. Johar et al. (2022) also emphasize that work motivation has a strong mediating function in the relationship between individual factors and employee performance, especially in government agencies. In the prosecutor's office environment, work motivation is influenced by factors such as career certainty, workload, rewards, work environment, leadership supervision, and inter-employee relationships.

Based on the above phenomena and theoretical studies, it is clear that improving employee performance at the Humbang Hasundutan District Attorney's Office cannot be separated from the role of ability, opportunity, and work motivation. Good employee abilities will not produce optimal performance without the support of adequate work opportunities, just as good work opportunities will not be effective without strong work motivation. Thus, the study entitled "Analysis of Ability and Opportunity on Employee Performance Mediated by Work Motivation at the Humbang Hasundutan District Attorney's Office" is very important to provide an empirical description of the strategic factors that influence employee performance and to provide a basis for decision making for human resource development in the attorney's office environment.

## LITERATURE REVIEW

### Employee Performance

According to Robbins and Coulter (2021), employee performance is the work results achieved by an individual in carrying out their responsibilities, which are measured based on organizational standards, criteria, and objectives. They emphasize that performance reflects how effectively an individual achieves the expected results in a job.

### Work Motivation

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

### Opportunity

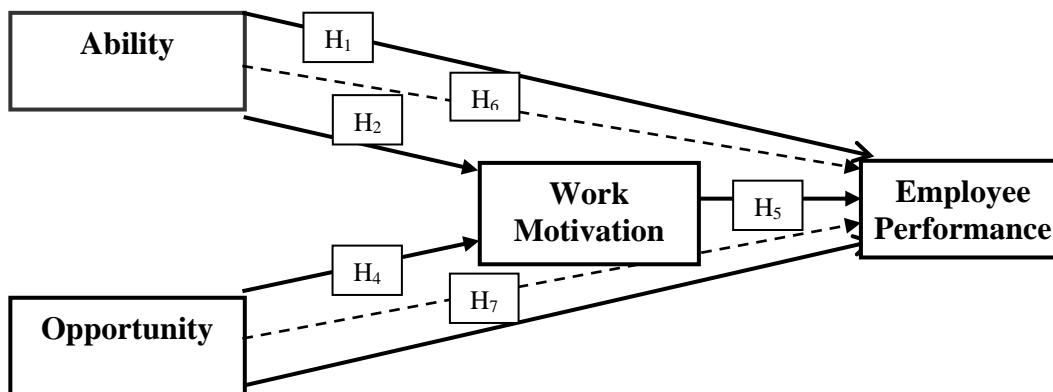
Sibian & Ispas (2021) use AMO theory and explain that opportunity to perform is the opportunity given by the organization to employees to perform through adequate working conditions and support, which includes things such as working conditions, availability of tools and materials, leader behavior, work procedures, and time allocation.

### Ability

San Román-Niaves et al. (2025) define abilities as the development of employees' knowledge and skills through training programs that equip them with the competencies necessary for sustainable practices.



**Conceptual Framework**



**Figure 1. Conceptual Framework**

**Research Hypothesis**

- H<sub>1</sub>: Ability has a positive and significant effect on employee performance at the Humbang Hasundutan District Attorney's Office.
- H<sub>2</sub>: Ability has a positive and significant effect on work motivation at the Humbang Hasundutan District Attorney's Office.
- H<sub>3</sub>: Opportunity has a positive and significant effect on employee performance at the Humbang Hasundutan District Attorney's Office.
- H<sub>4</sub>: Opportunity has a positive and significant effect on work motivation at the Humbang Hasundutan District Attorney's Office.
- H<sub>5</sub>: Work motivation has a positive and significant effect on employee performance at the Humbang Hasundutan District Attorney's Office.
- H<sub>6</sub>: Ability has a positive and significant effect on employee performance through work motivation at the Humbang Hasundutan District Attorney's Office.
- H<sub>7</sub>: Opportunity has a positive and significant effect on employee performance through work motivation at the Humbang Hasundutan District Attorney's Office.

**RESEARCH METHOD**

**Type of Research**

The type of research used by the researcher is quantitative research. According to Sugiyono (2010), 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 the ability and opportunity on employee performance mediated by work motivation at the Humbang Hasundutan District Attorney's Office.

**RESULTS AND DISCUSSION**

**Validity Test**

**Table 1. Outer Loadings Values**

	Ability	Employee Performance	Opportunity	Work Motivation
X1.1	0.852			
X1.2	0.848			
X1.3	0.890			
X1.4	0.797			
X1.5	0.826			
X2.1			0.749	

X2.2			0.860	
X2.3			0.749	
X2.4			0.855	
X2.5			0.792	
X2.6			0.805	
Y.1		0.703		
Y.2		0.884		
Y.3		0.761		
Y.4		0.839		
Y.5		0.856		
Y.6		0.877		
Z.1				0.877
Z.2				0.800
Z.3				0.861

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  $\geq 0.70$ . 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.

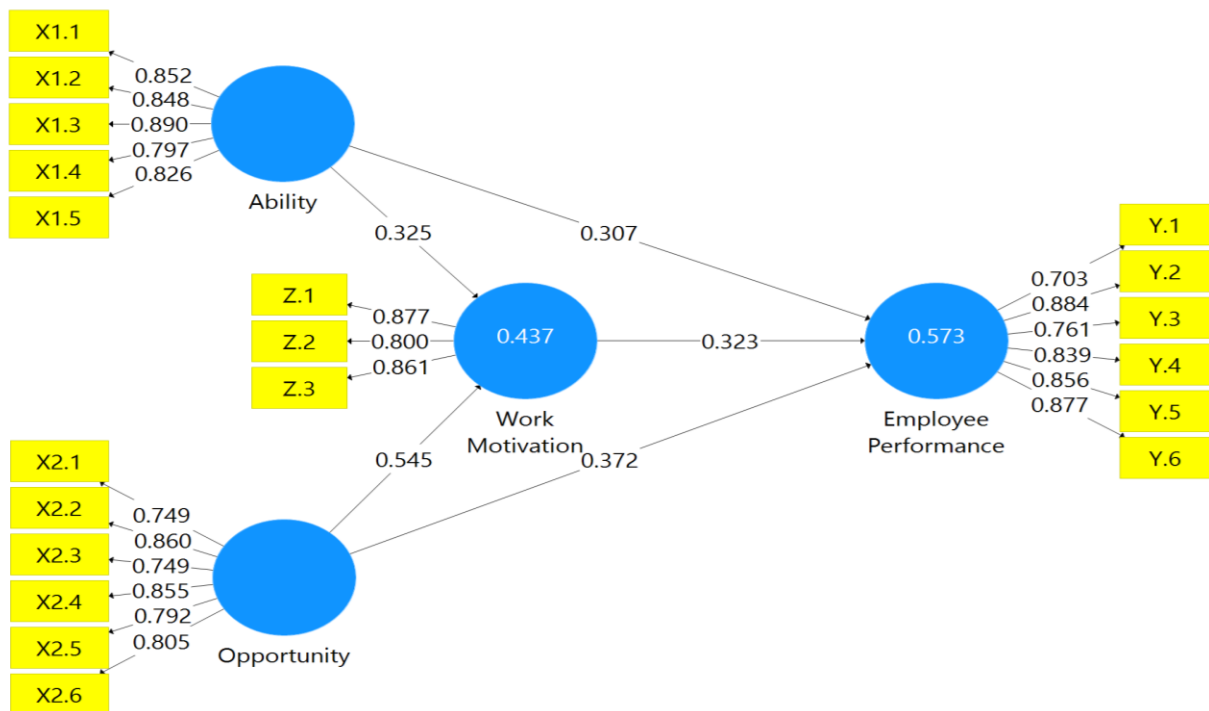


Figure 2 Outer Loading

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

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

$$Z = 0.325 X_1 + 0.545 X_2 + e_1$$

For substructure 2:

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

$$Y = 0.307 X_1 + 0.372 X_2 + 0.323 Z + e_2$$



**Reliability Test**

**Table 2. Construct Reliability and Validity Test**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Ability	0.898	0.907	0.925	0.711
Employee Performance	0.904	0.915	0.926	0.677
Opportunity	0.889	0.896	0.916	0.645
Work Motivation	0.802	0.807	0.883	0.717

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 (R<sup>2</sup>)**

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
Work Motivation	0.437	0.422
Employee Performance	0.573	0.555

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 0.437, meaning that the influence of ability and opportunity is 0.437 or 43.7%, with the remainder attributable to other variables outside the model. The R-square value for employee performance is 0.573, meaning that ability, opportunity, and work motivation account for 0.573 or 57.3%, 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
Ability -> Employee Performance	0.307	3.469	0.001	Accepted
Ability -> Work Motivation	0.325	3.556	0.000	Accepted
Opportunity -> Employee Performance	0.372	3.434	0.001	Accepted
Opportunity -> Work Motivation	0.545	9.995	0.000	Accepted
Work Motivation -> Employee Performance	0.323	2.707	0.007	Accepted

Source: Smart PLS Output, 2025

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

1. Ability has a positive and significant effect on employee performance with a t-statistic value of 3.469 above 1.96 and a significance of 0.001 below 0.05, meaning that ability 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 ability has a positive and significant effect on employee performance (Hasanuddin, 2023; Damanik et al., 2025; Wibowo et al., 2026).
2. Ability has a positive and significant effect on work motivation with a t-statistic value of 3.556 above 1.96 and a significance value of 0.000 below 0.05, meaning that ability has 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 ability has a positive and significant effect on work motivation (Basa & Indrawan, 2023).

3. Opportunity has a positive and significant effect on employee performance with a t-statistic value of 3.434 above 1.96 and a significance of 0.001 below 0.05, meaning that opportunity has a significant 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 opportunity has a positive and significant effect on employee performance (Putra & Surya, 2025).
4. Opportunity has a positive and significant effect on work motivation with a t-statistic value of 9.995 above 1.96 and a significance of 0.000 below 0.05, meaning that opportunity has a real 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 opportunity has a positive and significant effect on work motivation (Surya, 2025).
5. Work motivation has a positive and significant effect on employee performance with a t-statistic value of 2.707 above 1.96 and a significance of 0.007 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 (Mesra & Rahayu, 2025).

**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
Ability -> Work Motivation -> Employee Performance	0.105	2.463	0.014	Accepted
Opportunity -> Work Motivation -> Employee Performance	0.176	2.574	0.010	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely:

1. Ability has a positive and significant effect on employee performance through work motivation with a t-statistic value of 2.463 above 1.96 and a significance value of 0.014 below 0.05, meaning that work motivation acts as an intervening variable between ability and employee performance.
2. Opportunity has a positive and significant effect on employee performance through work motivation with a t-statistic value of 2.574 above 1.96 and a significance value of 0.010 below 0.05, meaning that work motivation acts as an intervening variable between opportunity and employee performance.

**CONCLUSIONS AND RECOMMENDATIONS**

**Conclusions**

1. Ability has a positive and significant effect on employee performance at the Humbang Hasundutan District Attorney's Office.
2. Ability has a positive and significant effect on work motivation at the Humbang Hasundutan District Attorney's Office.
3. Opportunity has a positive and significant effect on employee performance at the Humbang Hasundutan District Attorney's Office.
4. Opportunity has a positive and significant effect on work motivation at the Humbang Hasundutan District Attorney's Office.
5. Work motivation has a positive and significant effect on employee performance at the Humbang Hasundutan District Attorney's Office.
6. Ability has a positive and significant effect on employee performance through work motivation at the Humbang Hasundutan District Attorney's Office.
7. Opportunity has a positive and significant effect on employee performance through work motivation at the Humbang Hasundutan District Attorney's Office.



## Recommendations

The lowest-scoring employee performance statement was "I produce work of the quality required by the established standards." Therefore, the recommendation is that the Humbang Hasundutan District Attorney's Office needs to increase opportunities for employees to contribute optimally by providing measurable work autonomy, involving employees in operational decision-making, and providing adequate facilities and work support. This effort will open up space for employees to apply their abilities and competencies to the fullest, so that the performance and quality of the institution's services can improve continuously.

The lowest-scoring work motivation statement was "I have the freedom to determine the best way to complete my work." The Humbang Hasundutan District Attorney's Office is advised to increase employee work autonomy by providing targeted freedom in determining work completion methods, accompanied by clear work guidelines and proportional supervision. This step can encourage initiative, responsibility, and work effectiveness among employees without neglecting compliance with applicable procedures and regulations.

Opportunity with the lowest score: "Work facilities and infrastructure are available and support the performance of my duties." The Humbang Hasundutan District Attorney's Office needs to improve the availability and quality of work facilities and infrastructure by conducting periodic evaluations of facility needs, routine maintenance, and procurement of work equipment in accordance with task requirements. Adequate facility support will help employees carry out their work more effectively, efficiently, and professionally.

Ability with the lowest score: "My competencies are in line with the demands of the organization." The Humbang Hasundutan District Attorney's Office is advised to align employee competencies with organizational demands through competency mapping, continuous training and development, and the placement of employees according to their expertise and the needs of the work unit. This step is important so that the competencies possessed by employees can be optimally utilized in supporting the achievement of institutional performance.

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