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Effect of Work Facilities and Competence on Employee Performance Through Motivation at The Jambi Search and Rescue Office

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Abstract: This study aims to analyze the influence of work facilities and competence on employee performance through motivation at the Jambi Search and Rescue Office. The study used a quantitative approach with explanatory research methods. The study population was all employees of the Jambi Search and Rescue Office, while the sample size was 90 respondents. Data collection was conducted through a questionnaire using a five-point Likert scale. Prior to hypothesis testing, the research instrument was tested for validity and reliability. Data analysis used path analysis with the help of IBM SPSS Statistics version 25 to examine the direct and indirect effects between variables. The results showed that work facilities had a positive and significant effect on employee motivation. Competence also had a positive and significant effect on motivation. Furthermore, work facilities, competence, and motivation had a positive and significant effect on employee performance. Motivation was proven to mediate the effect of work facilities on employee performance and the effect of competence on employee performance. The research findings indicate that improving the quality of work facilities and employee competence can increase work motivation, which ultimately impacts employee performance. This research implies that the Jambi Search and Rescue Office needs to continuously improve the availability of work facilities, develop employee competencies through education and training, and strengthen work motivation to enhance the effectiveness of task implementation and the quality of service to the public.

Keywords: Work Facilities, Competency, Motivation, Employee Performance, Path Analysis.

INTRODUCTION

The success of a government organization in providing public services is largely determined by the quality of employee performance. Employee performance is a key indicator reflecting the organization's level of effectiveness in achieving its goals, carrying out its core duties, and meeting public expectations for quality service. In agencies engaged in search and rescue (SAR), demands on employee performance are increasingly high because their work is directly related to saving lives, responding to emergencies, and handling disasters, which

require speed, accuracy, and professionalism. Therefore, improving employee performance is a strategic priority for the Jambi Search and Rescue Office.

According to Robbins and Judge (2022), performance is the result of an individual's work, measured by quality, quantity, timeliness, effectiveness, and ability to work together in carrying out assigned tasks. High performance is influenced not only by individual abilities but also by organizational factors that create a conducive work environment. In the context of public organizations, improving employee performance is a crucial part of realizing good governance, excellent public services, and increasing public trust in government institutions.

One factor suspected of influencing employee performance is work facilities. Work facilities are all the tools and infrastructure provided by the organization to support employee performance, ensuring effective, efficient, and safe work. Sedarmayanti (2018) explains that adequate work facilities provide comfort at work, expedite work completion, reduce errors, and increase employee productivity. In organizations with high-risk work characteristics, such as the Jambi Search and Rescue Office, the availability of rescue equipment, operational vehicles, communication technology, navigation devices, and safety equipment are crucial factors in determining the success of task implementation.

However, providing adequate work facilities does not necessarily automatically improve employee performance if it is not balanced with the employee's ability to utilize those facilities optimally. Therefore, competence is a crucial factor that every employee must possess. Competence is a combination of knowledge, skills, abilities, and individual characteristics that enable a person to perform their work effectively (Spencer & Spencer, 1993). Employees with high competence will more easily adapt to technological developments, be able to make quick decisions in emergencies, and carry out tasks in accordance with established operational standards.

In the Jambi Search and Rescue Office, employee competence plays a highly strategic role, given the organization's activities related to search and rescue operations, victim evacuation, transportation accident management, and natural disasters. All of these activities require employees with technical skills, communication skills, teamwork skills, and the ability to make decisions under pressure. Therefore, improving competence through education, training, certification, and work experience is a crucial investment for organizations in improving the quality of service to the public.

In addition to work facilities and competence, work motivation is also believed to play a crucial role in determining employee performance levels. According to Robbins and Judge (2022), motivation is a process that explains a person's intensity, direction, and persistence in achieving a specific goal. Highly motivated employees will demonstrate greater work ethic, be willing to exert their best efforts, and have a strong commitment to the organization. Conversely, low motivation will lead to decreased productivity, reduced initiative, and decreased service quality.

Maslow's Hierarchy of Needs Theory (Zahari et al., 2022) explains that a person's motivation is influenced by the fulfillment of needs ranging from physiological, safety, social, esteem, to self-actualization. In government organizations, the fulfillment of these needs can be achieved through the provision of adequate work facilities, a safe work environment, opportunities for competency development, recognition for work achievements, and career advancement opportunities. Thus, work facilities and competencies not only directly impact employee performance but can also increase work motivation, ultimately driving improved performance.

Several previous studies have shown that work facilities have a positive influence on employee motivation and performance. Research has found that a work environment supported by adequate facilities can increase work comfort, thereby increasing employee motivation in carrying out their duties. Similarly, research on competency shows that improving employee skills through education and training contributes to increased work motivation and

organizational performance. Other research also indicates that motivation acts as a mediating variable, strengthening the relationship between organizational factors and employee performance.

However, previous research still indicates a research gap. Some studies report that work facilities have a significant influence on performance, while others show that this influence is stronger when mediated by work motivation. These differing results indicate that the relationship between work facilities, competency, motivation, and performance requires further study in various types of organizations, particularly government agencies with high-risk work characteristics such as the Jambi Search and Rescue Office.

The Jambi Search and Rescue Office has a significant responsibility to provide search and rescue services quickly, accurately, professionally, and humanely. This task requires the support of modern operational facilities and competent and highly motivated human resources. In practice, challenges remain, including limited facilities, the need for competency development through ongoing training, and the need to maintain optimal employee motivation in the face of high-risk work dynamics. These conditions are crucial for examining the factors influencing employee performance in this agency.

Based on the above description, this study aims to analyze the influence of work facilities on employee motivation and performance, the influence of competence on employee motivation and performance, the influence of motivation on employee performance, and examine the role of motivation as a mediating variable in the relationship between work facilities and competence on employee performance at the Jambi Search and Rescue Office. The research findings are expected to contribute theoretically to the development of human resource management science and provide practical recommendations for organizational leaders in formulating policies for improving work facilities, developing competence, and strengthening motivation to improve employee performance.

METHOD

This study used a quantitative approach with an explanatory research design to analyze the causal relationship between work facilities, competence, motivation, and employee performance at the Jambi Search and Rescue Office. According to Sugiyono (2023), quantitative research is used to test hypotheses based on data obtained from a sample or population through statistical analysis.

The study population was all employees of the Jambi Search and Rescue Office. The sampling technique used was saturated sampling (census) when the entire population was selected as respondents. Data were collected through a questionnaire using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The variables of work facilities, competence, motivation, and employee performance were measured based on indicators developed from the theory behind each variable.

Prior to analysis, the research instrument was tested for validity and reliability. Next, the data were analyzed using path analysis with IBM SPSS Statistics version 25. Path analysis was used to examine the direct and indirect effects between variables through mediating variables (Ghozali, 2021). Hypothesis testing was conducted using the F-test and t-test at a 5% significance level ($\alpha = 0.05$).

RESULTS AND DISCUSSION

Respondent Characteristics

The characteristics of the respondents in this study are presented to provide an overview of the employee profile of the study subjects. Respondent characteristics include gender, age, education level, and length of service. This information is expected to provide insight into the respondents' backgrounds, which could potentially influence perceptions of work facilities, competence, motivation, and employee performance.

Table 1. Respondent Characteristics by Gender

Gender	Number (people)	Persentase (%)
Male	78	86,67
Female	12	13,33
Total	90	100

Source: Jambi Search and Rescue Office (2026)

According to Table 1, the study respondents were predominantly male (78 employees, or 86.67%), while 12 respondents were female (13.33%). This composition indicates that the Jambi Search and Rescue Office is predominantly male, which aligns with the job characteristics that require preparedness, high mobility, and operational skills.

Table 2. Respondent Characteristics Based on Last Education

Last Education	Number (people)	Persentase (%)
Master's Degree (S2)	3	3,33
Bachelor's Degree (S1)	11	12,22
Diploma III	3	3,33
High School/Equivalent	73	81,11
Total	90	100

Source: Jambi Search and Rescue Office (2026)

Based on Table 2, the majority of respondents had a high school education (73 respondents, 81.11%). This high school education indicates that employees possess sufficient knowledge to carry out their duties in accordance with operational standards and fieldwork requirements in providing search and rescue assistance to communities affected by natural disasters.

Variable Description

Based on the respondents' answers, the frequency distribution of the variables Work Facilities (X1), Competence (X2), Motivation (Y), and Performance (Z) is as follows:

Table 3. Summary of Research Variables

No	Variable	Total Skor	Criteria
1	Work Facilities	2.403	Pretty good
2	Competence	3.074	Tall
3	Motivation	5.429	High enough
4	Performance	3.389	Tall

Source: Processed data (2026)

The data above demonstrates that there are assessment criteria for the research variables to describe the current condition of work facilities, competency, motivation, and employee performance at the Jambi Search and Rescue Office. Therefore, the work facilities variable is currently in the "Fairly Good" category with a total score of 2,403, thus the hypothesis is rejected. The competency variable falls into the "High" category with a total score of 3,074, thus the hypothesis is accepted. The motivation variable falls into the "Fairly High" category with a total score of 5,429, thus the hypothesis is rejected. Finally, the employee performance variable falls into the "High" category with a total score of 3,389, thus the hypothesis is accepted.

Path Analysis

This study conducted a path analysis to determine the influence of work facilities and competency through motivation on employee performance. The structural equation model constructed based on SPSS output is presented in the following figure.

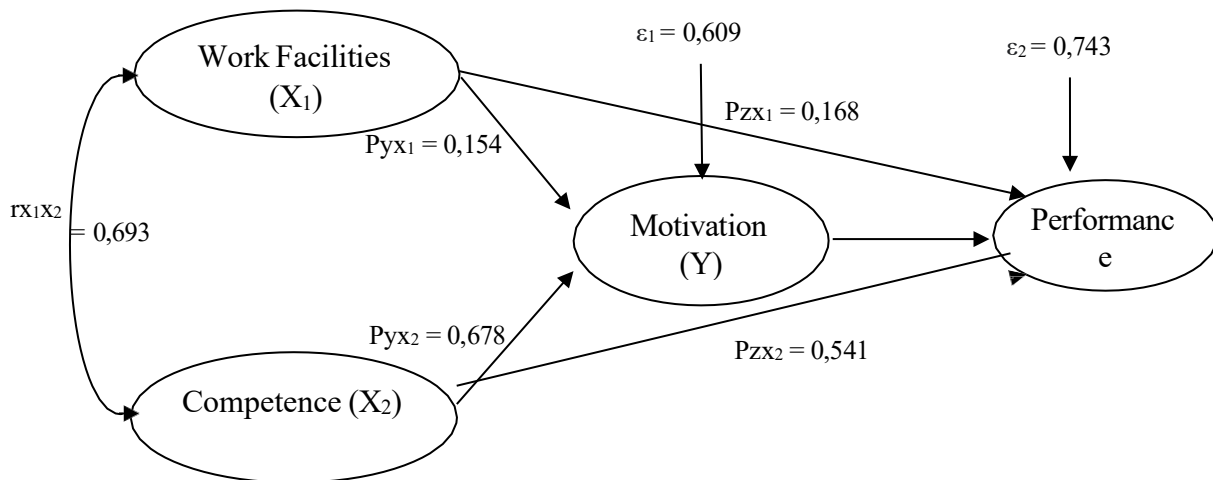


Figure 1. Path Coefficient Analysis Causality

Based on Figure 1, the direct and indirect effects of each variable's substructure path coefficients can be explained as follows:

1) The Effect of Work Facilities on Motivation

The path analysis causality relationship shows that the direct effect of work facilities on motivation is 2.37%, the indirect effect is 7.24%, and the total effect is 9.61%. These results indicate that the better the work facilities an organization has, the more satisfied employees will be with their work. Conversely, if work facilities are poor, employee motivation will decrease along with the employee's workload.

2) The Effect of Competence on Motivation

The path analysis causality relationship shows that the direct effect of competence on motivation is 45.97%, the indirect effect is 7.24%, and the total effect is 53.20%. These results indicate that the better an employee's competency in an organization, the better they will perform their work. Conversely, if competency is poor, employee motivation will decline as the employee performs.

3) The Effect of Work Facilities on Employee Performance

The causality path analysis shows that the direct effect of work facilities on employee performance is 2.82%, the indirect effect is 6.30%, and the total effect is 9.12%. These results indicate that the better an organization's work facilities, the higher its employee performance. Conversely, if work facilities are poor, employee performance will decline as the employee performs.

4) The Effect of Competence on Employee Performance

The causality path analysis shows that the direct effect of competence on employee performance is 29.27%, the indirect effect is 6.30%, and the total effect is 35.57%. These results indicate that the better an employee's competency in an organization, the higher their job performance will be. Conversely, if competency is poor, employee performance will decline along with the workload.

5) The Effect of Motivation on Employee Performance

The causality path analysis shows a direct effect of motivation on employee performance of 88%. This indicates that motivation directly impacts employee performance. These results

- indicate that if employees are highly motivated in carrying out their main duties and functions, they will be able to deliver high performance to the organization.
- 6) The Effect of Work Facilities Through Motivation on Employee Performance
The causality path analysis indicates that work facilities through motivation have a direct effect of 2.59% on employee performance, and an indirect effect of 10.92%. The total effect is 13.51%, indicating that work facilities through motivation contribute to employee performance at the Jambi Search and Rescue Office.
- 7) The Influence of Competence Through Motivation on Employee Performance
The causality path analysis shows that the direct effect of competence through motivation on performance is 36.68%, the indirect effect is 35.17%, and the total effect is 71.85%. This figure indicates that competence through motivation contributes to employee performance at the Jambi Search and Rescue Office.
- 8) The Influence of Work Facilities and Competence on Employee Performance through Motivation
The causality path analysis shows that the total effect of work facilities and competence through motivation on employee performance is 85.35%, while the remaining 14.65% is influenced by other factors not included in the four-dimensional model in this study.

Discussion

The Effect of Work Facilities on Motivation

The results of the study indicate that work facilities have a positive and significant effect on employee motivation. This finding indicates that the more adequate the work facilities provided by the Jambi Search and Rescue Office, the higher the employee motivation in carrying out their duties. The availability of adequate facilities and infrastructure, such as operational equipment, communication technology, operational vehicles, and work safety equipment, provides a sense of security and comfort, thus increasing employee enthusiasm in completing their work.

According to Sedarmayanti (2018), work facilities are supporting tools that can increase the effectiveness of work implementation while creating a comfortable work environment. Robbins and Judge (2022) also explain that a supportive work environment will increase individual motivation to achieve organizational goals. In agencies engaged in search and rescue, the availability of work facilities is a primary requirement because it is related to personnel safety and the success of rescue operations. Therefore, providing adequate facilities not only increases motivation but also strengthens employee preparedness in dealing with emergency situations.

The Effect of Competence on Motivation

The results of the study indicate that competence has a positive and significant effect on employee motivation. This indicates that employees who possess knowledge, skills, and abilities that align with job demands tend to be more highly motivated. Competence gives employees confidence in completing tasks, facing operational challenges, and making decisions quickly and accurately.

Spencer and Spencer (1993) state that competence is a fundamental individual characteristic associated with superior job performance. Competent employees will more easily adapt to changes in the work environment and be able to make optimal contributions to the organization. The results of this study align with the view of Wibowo (2022), who stated that increasing competence through education, training, and work experience will encourage employee motivation to perform better. At the Jambi Search and Rescue Office, high competence is a crucial asset in supporting the professional implementation of search and rescue operations.

The Influence of Work Facilities on Employee Performance

The results of this study indicate that work facilities have a positive and significant impact on employee performance. This means that the more complete and adequate the organization's work facilities are, the better the employee performance will be. Work facilities enable employees to complete work more quickly, accurately, safely, and efficiently, thereby optimally achieving organizational goals.

Mangkunegara (2019) stated that providing adequate facilities and infrastructure is one factor supporting increased work productivity. At the Jambi Search and Rescue Office, the availability of modern rescue equipment, a reliable communication system, and adequate operational vehicles will increase operational effectiveness, reduce work obstacles, and expedite the rescue process. Therefore, organizational investment in work facilities is a strategic step in improving the quality of service to the public.

The Influence of Competence on Employee Performance

Research results show that competence has a positive and significant impact on employee performance. This finding suggests that the higher an employee's competence, the better their performance. Competence enables employees to work according to operational standards, complete tasks effectively, and adapt to technological developments and changes in the work environment.

According to Armstrong and Taylor (2023), competence is one of the main factors determining an individual's success in achieving optimal performance. This opinion is supported by Zahari et al. (2022), who stated that competence is a key organizational asset in increasing productivity and competitiveness because it determines an individual's ability to complete work according to organizational standards.

These research findings support the research of Bintang et al. (2026), which found that competence positively contributes to improved employee performance. Colquitt et al.'s (2021) research also explains that individual competence is a crucial factor in shaping productive work behaviors oriented toward achieving organizational goals.

Employees with high competence are not only able to carry out their duties professionally but also able to provide solutions to various problems that arise during their work. At the Jambi Search and Rescue Office, competence is a crucial aspect, given that every rescue operation requires precision, technical skills, teamwork, and quick decision-making.

The Influence of Motivation on Employee Performance

Research results show that motivation has a positive and significant impact on employee performance. Highly motivated employees tend to demonstrate greater work ethic, responsibility, discipline, and commitment in carrying out their duties. Motivation is an internal driver that directs employee behavior toward achieving organizational goals.

Robbins and Judge (2022) explain that motivation determines an individual's intensity, direction, and persistence in achieving goals. Meanwhile, Maslow's Hierarchy of Needs theory states that fulfilling employee needs, including physiological, safety, social, esteem, and self-actualization, will increase their drive to perform optimally. At the Jambi Search and Rescue Office, high motivation is essential because employees often face high-risk work and require strong dedication to providing service to the community.

The Role of Motivation in Mediating the Effect of Work Facilities on Employee Performance

The results of the mediation analysis indicate that motivation mediates the effect of work facilities on employee performance. This indicates that work facilities not only have a direct impact on performance improvement but also increase employee motivation, which ultimately

impacts performance improvement. In other words, providing adequate work facilities will encourage employees to work with greater enthusiasm, resulting in more optimal work results.

These findings suggest that organizations need not simply provide work facilities; they also need to create working conditions that enhance employee motivation. The combination of adequate facilities and high motivation will result in better performance and improve the quality of public services.

The Role of Motivation in Mediating the Effect of Competence on Employee Performance

The results also indicate that motivation mediates the effect of competence on employee performance. Employees with high competence will be more confident in carrying out their tasks, which increases their work motivation and ultimately results in better performance. These results indicate that increasing competence through education, training, certification, and work experience not only improves technical skills but also strengthens motivation to deliver optimal performance.

These findings reinforce Gaputri et al.'s (2023) view that competence and motivation are two complementary factors in improving employee performance. Therefore, the Jambi Search and Rescue Office needs to continuously develop employee competency through training and human resource development programs, along with policies that maintain and enhance work motivation to optimize the quality of public service.

CONCLUSION

Based on the research results, it can be concluded that work facilities and competence have a positive influence on employee motivation at the Jambi Search and Rescue Office. Adequate work facilities and good competence can increase employee enthusiasm and drive in carrying out their duties.

Furthermore, work facilities, competence, and motivation have been shown to have a positive influence on employee performance. This indicates that improving the quality of work facilities and infrastructure, developing competence, and strengthening motivation are important factors in improving employee performance.

The results of the mediation analysis also indicate that motivation mediates the effect of work facilities and competence on employee performance. Therefore, improving employee performance is achieved not only through the provision of adequate work facilities and developing competence, but also through efforts to increase work motivation. Therefore, the Jambi Search and Rescue Office needs to continuously improve the quality of work facilities, implement ongoing competence development programs, and create a work environment that motivates employees, thereby increasing the organization's effectiveness in providing search and rescue services to the public.

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