



# The Influence of Perceived Organizational Support and Work Facilities on Employee Performance Through Motivation as an Intervening Variable in Bappedalitbang of Karo District

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**Abstract.** This study aims to analyze the influence of perceived organizational support and work facilities on employee performance with motivation as an intervening variable at BAPPEDALITBANG Karo Regency. Organizational support perceived by employees and adequate work facilities are believed to increase work motivation, which ultimately has a positive impact on employee performance. This study uses a quantitative approach with a survey method. The research sample consisted of BAPPEDALITBANG Karo Regency employees selected using a purposive sampling technique. Data were collected through questionnaires that had been tested for validity and reliability. Data analysis was carried out using Structural Equation Modeling (SEM) to examine the relationship between variables. The research results show that perceived organizational support and work facilities significantly influence employee motivation. Furthermore, employee motivation also has a positive and significant effect on employee performance. Moreover, motivation has been shown to mediate the influence of perceived organizational support and work facilities on employee performance. In other words, increased organizational support and work facilities will increase employee motivation, which in turn will improve their performance. This research implies that the Karo Regency Regional Development Planning Agency (BAPPEDALITBANG) needs to focus on improving organizational support and work facilities to effectively motivate employees and achieve optimal performance. These findings also emphasize the importance of motivation as a key link in improving employee performance.

**Keywords:** Work Facilities, Performance, Motivation, Perceived Organizational Support

## 1 Introduction

Employee performance is a fundamental aspect that determines the effectiveness and efficiency of an organization in achieving its strategic goals. In government

environments, particularly in agencies such as the Karo Regency Planning, Research, and Development Agency (BAPPEDALITBANG), improving employee performance is crucial given their strategic role in formulating regional development policies. However, in practice, employee performance is often influenced by various internal and external organizational factors.

One internal factor considered to have a significant influence is perceived organizational support (POS), which refers to the extent to which employees feel that the organization provides support, attention, and appreciation for their contributions. According to organizational social psychology theory, when employees feel supported by the organization, they develop a stronger sense of emotional attachment, loyalty, and commitment, which enhances their willingness to perform optimally in their roles.

Furthermore, adequate work facilities are also a crucial element that can influence employee comfort, productivity, and job satisfaction. A conducive work environment, complete with facilities and infrastructure that support task implementation, is believed to streamline work processes and improve overall employee performance. However, the relationship between perceived organizational support and work facilities on employee performance is not always direct, but rather mediated by work motivation as an intervening variable.

Employee motivation acts as an internal driver that influences the intensity, direction, and persistence of work behavior in achieving desired outcomes. Highly motivated employees tend to demonstrate superior performance, driven by enthusiasm, commitment, and a desire to contribute and innovate. Motivation, therefore, serves as a key psychological factor linking organizational support and the adequacy of work facilities to improved performance outcomes.

This study aims to empirically examine the influence of perceived organizational support and work facilities on employee performance through motivation as an intervening variable in the Regional Development Planning Agency (BAPPEDALITBANG) of Karo Regency. By understanding the relationships among these variables, organizations can develop effective human resource management strategies—particularly by enhancing organizational support and improving work facilities—to stimulate employee motivation and achieve optimal performance. This is important not only for improving the quality of public services but also for supporting sustainable regional development in Karo Regency.

## 2 Literature Review

### 2.1 Performance

Performance is a concept that is often a primary focus in studies of human resource management and organizations. According to [1], performance is the work results achieved by an individual in carrying out their duties and responsibilities in accordance with established organizational standards. Meanwhile, [2] emphasized that performance reflects an individual's effectiveness and efficiency in completing their work. Additionally, [3] stated that performance is a measure

of an employee's success in achieving predetermined targets within a specific time period, influenced by internal and external factors. Furthermore, [4] explained that performance is not merely the final result of work, but also includes consistent and productive work behaviors that support the achievement of organizational goals.

In the context of government institutions, employee performance is crucial because it is directly related to the quality of public services and the achievement of regional development programs. Thus, performance can be defined as a combination of output and work processes carried out by employees, measured based on effectiveness, efficiency, and quality of outcomes in accordance with organizational standards. This understanding forms an important basis for organizations to design strategies for improving performance through managerial approaches.

## **2.2 Perceived Organizational Support**

Perceived Organizational Support (POS) is a concept that describes the extent to which employees believe that the organization values their contributions and cares about their well-being. According to [10], POS refers to employees' perceptions regarding the degree to which the organization provides adequate support, recognition, and attention to their needs. Furthermore, [6] state that POS can increase employee loyalty while reducing turnover intention, as employees feel supported and appreciated.

A study by [7] explains that POS functions as a psychological factor that enhances work motivation and psychological well-being, ultimately having a positive effect on employee performance. Additionally, [8] emphasize that effective communication and recognition are crucial in building POS, particularly in the context of remote work. Therefore, POS encompasses not only formal organizational support but also emotional aspects that strengthen the relationship between employees and the organization.

## **2.3 Work Facilities**

Work facilities are an essential component of the organizational environment that directly affect employee comfort, efficiency, and productivity in carrying out their responsibilities. According to [9], work facilities include office equipment, technology, workspace, lighting, ventilation, and the physical environment that support employee activities. [10] emphasized that adequate and well-maintained work facilities can reduce stress, increase employee satisfaction, and improve overall organizational performance.

In the modern context, [11] highlight that work facilities also include access to digital technology, software, and technical support to enhance productivity in the digital transformation era. Similarly, [12] state that contemporary work facilities must be adaptive to the needs of flexible working arrangements, remote work, virtual collaboration, and workspace flexibility. Therefore, the concept of work

facilities has evolved from merely physical aspects to a comprehensive support system that includes infrastructure, technology, and psychological comfort.

## 2.4 Motivation

Motivation is a crucial psychological element influencing individual behavior, particularly in the work context. [13] define motivation as a process that explains the intensity, direction, and persistence of an individual in achieving goals. In an organizational context, work motivation refers to the inner drive of employees to perform their work optimally in accordance with their responsibilities. According to [14], motivation is the driving force that creates work enthusiasm, enabling individuals to work productively and effectively.

[15] stated that work motivation is influenced by factors such as physiological needs, rewards, career development, and recognition from leaders. In addition, [16] explain that in the digital era, work motivation is also significantly influenced by flexibility, opportunities for competency development, and work-life balance. Furthermore, Self-Determination Theory by [17] emphasizes the importance of intrinsic motivation, such as personal satisfaction, curiosity, and achievement, as a key driver of sustained work performance. Therefore, motivation is not a temporary drive but a continuous psychological process that must be managed to ensure optimal employee performance and commitment.

## 3 Methods

This study uses an associative approach, which aims to determine the relationship or influence between two or more variables, especially between independent and dependent variables. In this study, the independent variables consist of Perceived Organizational Support (X1) and Work Facilities (X2), the intervening variable acting as a mediator is Motivation (Z), and the dependent variable is Employee Performance (Y).

### 3.1 Population and Sample

In quantitative research, population and sample are essential elements that form the basis for drawing scientific conclusions. According to [18], a population is a generalization area consisting of objects or subjects that have certain characteristics determined by the researcher to be studied and from which conclusions are drawn. Meanwhile, defines the population as all research subjects, whether in the form of people, objects, or phenomena that serve as data sources. A sample is a portion of the population considered to represent the overall characteristics of the population [19]. In this research, the population consists of all employees working in the Regional Development Planning, Research, and Development Agency (Bappedalitbang) of Karo Regency. Based on personnel data as of October 2024, the total population in this study is 33 employees. Because

the population size is relatively small and manageable, this study used a saturated sampling technique, where all members of the population are used as samples. Thus, all 33 employees of Bappedalitbang Karo Regency were used as respondents to obtain accurate and representative data in examining the relationship between Perceived Organizational Support, work facilities, motivation, and employee performance.

3.2 Data Collection

The data collection techniques in this study were conducted through two main methods: questionnaires and documentation studies. The questionnaire method was conducted by compiling a number of closed-ended questions in the form of a form distributed to all employees as respondents, with the aim of obtaining primary data directly related to the research variables. Meanwhile, documentation studies were used to collect secondary data obtained from official documents belonging to the agency or company, such as personnel reports, organizational structures, and other supporting data relevant to the research needs and focus.

4 Results

4.1 Path Analysis of Sub Mode

Table 1. Test Results Model Summary Sub Model

| Model | R     | R Square | Adjusted Square | R | Std. Error of the Estimate |
|-------|-------|----------|-----------------|---|----------------------------|
| 1     | 0.814 | 0.662    | 0.627           |   | 0.381                      |

a. Predictors: (Constant), Motivasi, Perceived Organizational Support, Fasilitas Kerja.

Based on the results of multiple regression analysis, a correlation coefficient (R) value of 0.814 was obtained. This value indicates that there is a very strong relationship between the independent variables, namely Perceived Organizational Support, Work Facilities, and Motivation, to the dependent variable, namely Employee Performance. Furthermore, the R Square (R<sup>2</sup>) value of 0.662 indicates that 66.2% of the variation that occurs in employee performance can be explained by the three independent variables simultaneously. In other words, Perceived Organizational Support, Work Facilities, and Motivation make a large contribution in influencing employee performance in the Bappedalitbang Karo Regency environment. The remaining 33.8% is explained by other variables outside this research model. The Adjusted R Square value of 0.627 indicates that

after adjusting for the number of variables and the number of samples, the contribution of the independent variables to the dependent variable remains high, namely 62.7%, which indicates that this model is quite good and relevant. Meanwhile, the Standard Error of the Estimate value of 0.381 indicates the level of data deviation from the regression line, and the smaller this value, the better the model is at predicting the dependent variable. Thus, these results statistically indicate that the regression model used in this study is suitable for empirically and academically testing the influence of motivation, perceived organizational support, and work facilities on employee performance.

**Table 2.** Sobel Test Results

| Variables                                             | Unstandardized | Std. Error | Test Statistics | Std. Error | P-Value |
|-------------------------------------------------------|----------------|------------|-----------------|------------|---------|
| <i>Perceived Organizational Support on Motivation</i> | 0.062          | 0.027      | 2,126           | 0.026      | 0.033   |
| Motivation for Performance                            | 0.924          | 0.164      |                 |            |         |
| <i>Work Facilities on Motivation</i>                  | 0.094          | 0.037      | 2,315           | 0.037      | 0.020   |
| Motivation for Performance                            | 0.924          | 0.164      |                 |            |         |

*Source: Data Processed With Calculation for the Sobel Test, 2025.*

The results of the indirect path analysis using the Sobel Test indicate that Perceived Organizational Support has a significant influence on work motivation. This is evidenced by a coefficient value of 0.062 and a test statistic value of 2.126, with a p-value of 0.033 ( $< 0.05$ ), which indicates that the relationship is statistically significant. This means that the higher the organizational support perceived by employees, the higher their work motivation. Furthermore, work facilities are also proven to have a significant effect on motivation with a coefficient value of 0.094, a test statistic of 2.315, and a p-value of 0.020. This indicates that adequate work facilities contribute to increasing employee motivation in carrying out their duties. Moreover, motivation is proven to have a very strong influence on employee performance, with a coefficient value of 0.924 and a standard error of 0.164. These findings confirm that motivation plays a role as an intervening variable that bridges the The Influence of Perceived Organizational Support on employee performance. Thus, motivation not only acts as an internal factor driving productivity but also as a crucial channel for strengthening the influence of external factors on achieving optimal performance. These findings emphasize the importance of motivation in the structural model of inter-variable relationships within the context of government organizations, particularly within the Bappedalitbang of Karo Regency.

## 5 Discussion

### 5.1 The Influence of Perceived Organizational Support on Motivation

The results of this study indicate that Perceived Organizational Support (POS) has a positive and significant effect on employee motivation. Based on the So-

bel Test results, a coefficient value of 0.062 was obtained with a test statistic of 2.126 and a p-value of 0.033, which is below the 0.05 significance level. This indicates that the higher the perceived organizational support of employees, the higher their work motivation. This finding aligns with [20], who stated that when employees feel appreciated and cared for by the organization, they are more emotionally motivated to demonstrate high work commitment and motivation. [21] also emphasized that perceptions of organizational support can increase a sense of belonging to the workplace and foster intrinsic motivation. Additionally, [8] stated that POS plays a key role in creating a work climate that supports employees' psychological needs, such as recognition, security, and personal growth, all of which contribute to increased work motivation. In the context of Bappedalitbang Karo Regency, these results confirm that organizational efforts to provide attention, appreciation, and support to employees not only create positive working relationships but also motivate them to work harder and more enthusiastically. Therefore, strengthening organizational support is a crucial strategy to increase employee motivation and ultimately enhance overall performance.

## **5.2 The Influence of Work Facilities on Motivation**

The data analysis shows that work facilities have a positive and significant influence on employee motivation. Based on the Sobel Test results, a coefficient of 0.094 was obtained with a test statistic of 2.315 and a p-value of 0.020, indicating that improving the quality of work facilities significantly contributes to increasing employee motivation. This finding is in line with [22], who confirmed that adequate work facilities, including physical facilities, technology, and a comfortable work environment, create conducive conditions for employees to increase work enthusiasm and productivity. Similarly, [23] highlighted the importance of modern and ergonomic work facilities in enhancing employees' intrinsic motivation, especially in facing current work dynamics that demand flexibility and efficiency. [6] added that good work facilities not only meet basic employee needs but also provide a sense of appreciation from the organization, thereby encouraging optimal contribution. In the context of Bappedalitbang Karo Regency, this study confirms that improving work facilities is a strategic factor that management must consider to boost employee motivation. Therefore, providing complete and high-quality work facilities not only supports physical comfort but also strengthens work motivation as a key driver of organizational performance.

## **5.3 The Influence of Perceived Organizational Support on Performance through Motivation**

The results indicate that Perceived Organizational Support (POS) has a significant indirect effect on employee performance through motivation as an intervening variable. The Sobel Test data show that POS contributes positively to motivation (coefficient = 0.062, p-value = 0.033), which then strongly influences employee performance with a coefficient of 0.924. This finding strengthens the

role of motivation as a mediator in the relationship between POS and performance. [20] stated that when employees feel supported by their organization, intrinsic motivation increases, which drives improved performance. [21] confirmed that perceived organizational support creates loyalty and work commitment, ultimately leading to higher productivity. [8] also emphasized that POS fulfills employees' psychological needs, triggering motivation that leads to better performance. In the context of Bappedalitbang Karo Regency, these findings indicate that consistent organizational support fosters motivation, which consequently improves employee performance. Therefore, management needs to prioritize efforts to enhance POS as an effective strategy to strengthen work motivation and improve overall organizational performance.

#### **5.4 The Influence of Work Facilities on Performance through Motivation**

The analysis results show that work facilities have a positive and significant effect on employee motivation, which in turn mediates the influence of work facilities on performance. Based on the Sobel Test, a coefficient of 0.094 with a p-value of 0.020 was obtained, confirming that adequate work facilities can increase employee work motivation. Motivation itself has a strong effect on performance with a coefficient of 0.924. This finding is consistent with [22], which stated that good work facilities create a conducive work environment, increasing employee enthusiasm and productivity. [23] emphasized that ergonomic and modern work facilities encourage intrinsic motivation, leading to improved performance. [6] also noted that complete and comfortable work facilities not only meet employees' physical needs but also provide psychological appreciation, motivating employees to work optimally. In the context of Bappedalitbang Karo Regency, this finding underscores that improving work facilities is an important strategy to boost motivation, which ultimately has a positive impact on employee performance. Therefore, organizations need to pay attention to providing adequate work facilities as part of efforts to increase work effectiveness and productivity.

## **6 Conclusion**

Based on the analysis and discussion, it can be concluded that Perceived Organizational Support (POS) and work facilities significantly influence employee performance at the Karo Regency Research and Development Agency (Bappedalitbang) through motivation as an intervening variable. The support perceived by employees from the organization and the availability of adequate work facilities increase employee work motivation, which in turn has a positive impact on improving performance.

Motivation plays an important role in mediating the influence of these external factors on performance. Therefore, effective human resource management must pay attention to enhancing organizational support and providing adequate work facilities to optimize employee potential.

This finding confirms that performance improvement strategies depend not only on physical and administrative aspects, but also on psychological aspects through strong motivation. Thus, the management of Bappedalitbang Karo Regency is advised to continuously strengthen a supportive work environment and provide optimal facilities to foster high motivation in achieving superior and sustainable performance.

## 7 Limitations

Based on the research results, it is recommended that the management of the Karo Regency Bappedalitbang pay more attention to Perceived Organizational Support by providing more tangible and consistent support to employees, both in the form of rewards, open communication, and recognition for their contributions. In addition, improving work facilities must also be a priority so that the work environment becomes more comfortable and conducive for employees in carrying out their duties. Adequate facilities are believed to increase work motivation which ultimately has a positive impact on performance. Furthermore, it is important for the organization to regularly conduct evaluations and develop programs that can maintain employee motivation, for example through training, incentives, and career development opportunities. By integrating aspects of organizational support and work facilities into human resource management policies, Bappedalitbang Karo Regency can create a work environment that is not only productive but also psychologically satisfying for its employees, so that organizational performance can continue to be improved sustainably. Finally, for further research, it is recommended to expand the research variables by considering other factors that have the potential to influence motivation and performance, such as leadership style and organizational culture.

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