

The Influence of Work Motivation, Work Facilities, and Job Satisfaction on Employee Work Productivity at Dinas Ketenagakerjaan Provinsi Sumatera Utara

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This study examines the influence of work motivation, work facilities, and job satisfaction on employee work productivity at the Manpower Office of North Sumatra Province. This research employed a quantitative approach. The population consisted of all employees of the Manpower Office of North Sumatra Province, totaling 139 employees, while the sample comprised 103 respondents determined using the Slovin formula. The data used in this study were primary data collected through questionnaires. The data were analyzed using multiple linear regression analysis with the assistance of SPSS version 26. The results indicate that work motivation has a significant effect on employee work productivity, work facilities have a significant effect on employee work productivity, and job satisfaction has a significant effect on employee work productivity. Simultaneously, work motivation, work facilities, and job satisfaction have a significant effect on employee work productivity at the Manpower Office of North Sumatra Province. These findings imply that improving employee productivity requires continuous efforts to enhance motivation, provide adequate work facilities, and strengthen job satisfaction within the organization.

Keywords: Work Motivation, Work Facilities, Job Satisfaction, Employee Work Productivity

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1. Introduction

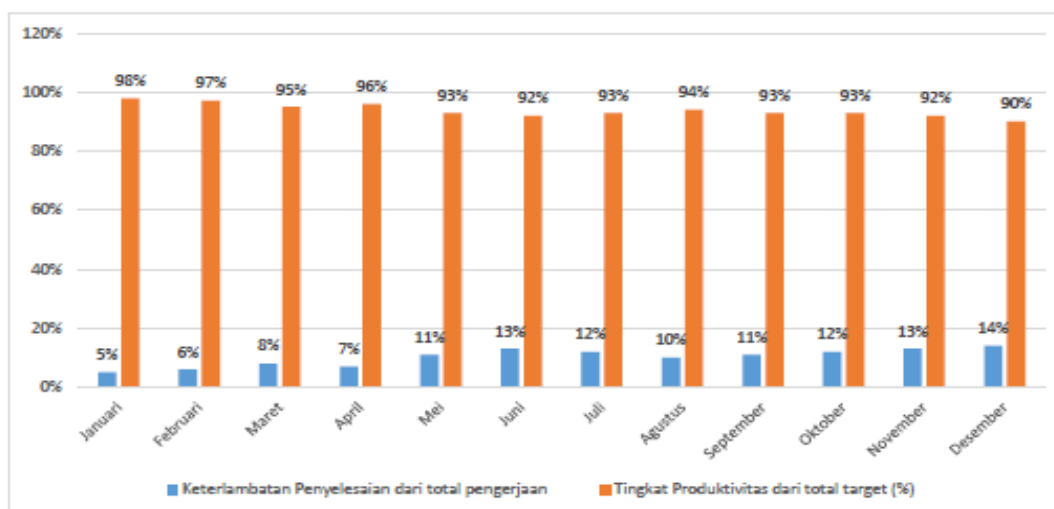
Human resources constitute one of the most essential elements in determining organizational success, both in private institutions and public sector organizations (Pattanayak, 2025). In the context of public institutions, employees do not merely function as administrative implementers, but also serve as key actors in delivering public services (Kerli et al., 2026). The quality of employee performance must receive serious attention, as it is directly associated with organizational effectiveness, operational efficiency, and the achievement of institutional objectives (Hasibuan et al., 2026). One important indicator in assessing employee work quality is employee productivity, which reflects the ability of employees to produce optimal work outcomes, complete tasks on time, and meet the standards established by the organization (Simanjuntak et al., 2026).

Employee productivity has become a crucial issue in government institutions because public services require accuracy, speed, consistency, and accountability in task completion (N. K. Napitupulu et al., 2026). Productive employees are more capable of completing work effectively, minimizing delays, and supporting the achievement of organizational targets (Neliana, 2024). Conversely, low employee productivity may hinder service delivery, slow down administrative processes, and reduce the overall quality of institutional performance (Tambun et al., 2026). In the case of the Manpower Office of North Sumatra Province,

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employee productivity is an important issue to examine because this institution plays a strategic role in managing labor affairs, employment services, industrial relations development, and various programs related to improving workforce quality at the regional level.

Based on the preliminary survey and initial interviews conducted at the Manpower Office of North Sumatra Province, employee productivity was found to be relatively unstable. Initial data indicate that employee productivity fluctuated throughout 2025. In several periods, employee productivity declined, while delays in task completion tended to increase. This condition suggests that employee productivity has not yet been consistently aligned with the work targets determined by the institution. Such a phenomenon deserves further examination, as unstable productivity may affect the effectiveness of task completion and the quality of public services provided by the institution.



One factor that may influence employee productivity is work motivation (Tantriana et al., 2026). Work motivation refers to the internal and external drive that encourages employees to demonstrate enthusiasm, willingness, and responsibility in completing their duties (Hasibuan et al., 2026). Employees with strong work motivation tend to be more disciplined, proactive, and committed to achieving work targets. In contrast, employees with low motivation may experience declining enthusiasm, reduced focus, and a greater tendency to delay task completion (Hasrul Azwar Hasibuan et al., 2022).

The preliminary findings (Rabbad et al., 2024) indicate that some employees still show inconsistent work motivation, particularly because their work enthusiasm tends to be influenced by financial factors and specific situational conditions. This indicates that work motivation should be considered an important factor in improving employee productivity (Syafuddin et al., 2023).

In addition to work motivation, work facilities also play an essential role in supporting employee productivity (Dwi, 2025). Work facilities refer to the physical and non-physical resources provided by an organization to facilitate employees in carrying out their daily tasks (F. R. A. Lubis, Syaifuddin, et al., 2023). Adequate facilities, such as computers, internet networks, office equipment, comfortable workspaces, air conditioning, and official transportation, can help employees work more effectively and efficiently (Marsini, 2023). However, the preliminary observation revealed several facility-related problems at the Manpower Office of North Sumatra Province, including limited computer availability, inadequate device specifications, unstable internet connectivity, malfunctioning air conditioning, and limited official transportation facilities.

Another factor that contributes to employee productivity is job satisfaction. Job satisfaction reflects employees' positive feelings toward their work, work environment, relationships with colleagues, rewards, and opportunities for self-development provided by the organization (Iskamto, 2023). Employees who are

satisfied with their jobs tend to demonstrate stronger commitment, higher enthusiasm, and greater responsibility in completing their duties (Astika et al., 2022). Conversely, job dissatisfaction may reduce work motivation, weaken loyalty, and decrease employee engagement (Faris et al., 2024). In this study, job satisfaction is important to examine because several employees expressed dissatisfaction related to limited supporting facilities, insufficient training, and the lack of regular coaching and development programs (Bhastary et al., 2024).

Several previous studies have demonstrated that work motivation, work facilities, and job satisfaction are closely related to employee productivity. (Y. Lubis et al., 2024) found that work motivation has a positive and significant effect on employee productivity. Furthermore, (Sari et al., 2023) revealed that adequate work facilities can improve employee productivity. In addition, (Syaifuddin et al., 2024) confirmed that job satisfaction influences employee productivity. These findings emphasize that employee productivity is not only determined by individual capability, but also by motivational factors, organizational support through work facilities, and employees' level of satisfaction with their work.

Although numerous studies (Yuninda, 2025) have examined employee productivity, research that specifically investigates the influence of work motivation, work facilities, and job satisfaction on employee productivity in local government institutions, particularly at the Manpower Office of North Sumatra Province, remains limited. Each institution has different work characteristics, task demands, service systems, and internal organizational problems. Findings from other organizational contexts may not fully represent the actual conditions of this institution. Accordingly, this study offers empirical relevance by examining the factors that influence employee productivity in the context of a public sector organization.

Based on the aforementioned phenomenon, theoretical explanation, and previous empirical findings, this study investigates the influence of work motivation, work facilities, and job satisfaction on employee productivity at the Manpower Office of North Sumatra Province. This study is expected to contribute to the development of human resource management literature, particularly in relation to the determinants of employee productivity in public sector organizations. Practically, the findings are expected to provide useful implications for institutional management in formulating strategies to strengthen employee motivation, improve work facilities, and enhance job satisfaction in order to achieve more optimal employee productivity.

2. Method

This study employed a quantitative approach with an associative research design to analyze the influence of work motivation, work facilities, and job satisfaction on employee productivity. The research was conducted at the Manpower Office of North Sumatra Province, located at Jl. Asrama No. 143, Dwi Kora, Medan Helvetia District, Medan City, from October to December 2025. The population consisted of all employees of the Dinas Ketenagakerjaan of North Sumatra Province, totaling 139 employees, while the sample comprised 103 respondents determined using the Slovin formula and selected through purposive sampling based on the criteria that respondents were employees of the Dinas Ketenagakerjaan of North Sumatra Province and had a minimum work tenure of one year. The study used primary data collected through questionnaires measured using a Likert scale. The independent variables in this study were work motivation, work facilities, and job satisfaction, while the dependent variable was employee productivity. Data analysis was carried out using SPSS version 26 through several stages (Field, 2024), including validity testing, reliability testing, classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests, followed by multiple linear regression analysis, partial test, simultaneous test, and coefficient of determination analysis to identify the extent to which the independent variables explain the dependent variable.

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3. Results and Discussion

Result

Validity Test

Table 1. Validity Test Results

Variable	Correlation Value	Number of Items	Result
Work Motivation	All items > 0.361	10	Valid
Work Facilities	All items > 0.361	12	Valid
Job Satisfaction	All items > 0.361	10	Valid
Employee Productivity	All items > 0.361	12	Valid

The validity test was conducted by comparing the calculated correlation value with the r-table value. With a significance level of 5% and $df = 28$, the r-table value was 0.361. The results show that all questionnaire items for work motivation, work facilities, job satisfaction, and employee productivity had correlation values greater than 0.361. Therefore, all items used in this study were declared valid and appropriate for further analysis.

Reliability Test

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Result
Work Motivation	0.895	10	Reliable
Work Facilities	0.927	12	Reliable
Job Satisfaction	0.861	10	Reliable
Employee Productivity	0.917	12	Reliable

The reliability test was carried out using Cronbach's Alpha. A variable is considered reliable when the Cronbach's Alpha value is greater than 0.70. Based on the results, all variables obtained Cronbach's Alpha values above 0.70, namely work motivation at 0.895, work facilities at 0.927, job satisfaction at 0.861, and employee productivity at 0.917. These results indicate that all research instruments were reliable and had good internal consistency.

Normality Test

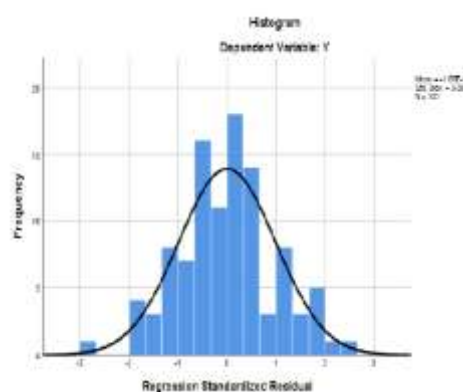


Table 3. Kolmogorov-Smirnov Normality Test Results

Description	Value
N	103
Mean	0.0000000
Std. Deviation	2.23766027
Absolute	0.057

Description	Value
Positive	0.057
Negative	-0.055
Test Statistic	0.057
Asymp. Sig. (2-tailed)	0.200

The normality test was conducted using the Kolmogorov-Smirnov test. The results show that the Asymp. Sig. (2-tailed) value was 0.200, which is greater than 0.05. This indicates that the residual data were normally distributed. Therefore, the regression model met the normality assumption.

Multicollinearity Test

Table 4. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Motivation	0.716	1.397
Work Facilities	0.420	2.380
Job Satisfaction	0.407	2.460

The multicollinearity test was conducted by examining the Tolerance and Variance Inflation Factor values. The results show that all independent variables had Tolerance values greater than 0.10 and VIF values lower than 10. Therefore, it can be concluded that there was no multicollinearity problem among the independent variables in the regression model.

Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

Model	B	Std. Error	Beta	t	Sig.
Constant	5.267	1.392	-	3.783	0.000
Work Motivation	-0.028	0.038	-0.085	-0.743	0.459
Work Facilities	-0.002	0.034	-0.010	-0.065	0.948
Job Satisfaction	-0.062	0.051	-0.188	-1.230	0.222

The heteroscedasticity test results show that the significance values of work motivation, work facilities, and job satisfaction were 0.459, 0.948, and 0.222, respectively. Since all significance values were greater than 0.05, it can be concluded that there was no heteroscedasticity problem in the regression model. Thus, the regression model was appropriate for further hypothesis testing.

Multiple Linear Regression Analysis

Table 6. Multiple Linear Regression Analysis Results

Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
Constant	24.076	2.360	-	10.201	0.000	-	-
Work Motivation	0.295	0.064	0.386	4.610	0.000	0.716	1.397
Work Facilities	0.116	0.058	0.218	1.994	0.049	0.420	2.380
Job Satisfaction	0.181	0.086	0.234	2.103	0.038	0.407	2.460

Based on the multiple linear regression analysis, the regression equation is formulated as follows:

$$Y = 24.076 + 0.295X_1 + 0.116X_2 + 0.181X_3 + e$$

The constant value of 24.076 indicates that if work motivation, work facilities, and job satisfaction are assumed to be constant, employee productivity will have a value of 24.076. The regression coefficient of work motivation is 0.295, meaning that every one-unit increase in work motivation will increase employee productivity by 0.295 units. The regression coefficient of work facilities is 0.116, indicating that every one-

unit increase in work facilities will increase employee productivity by 0.116 units. Furthermore, the regression coefficient of job satisfaction is 0.181, meaning that every one-unit increase in job satisfaction will increase employee productivity by 0.181 units. These findings indicate that all independent variables have a positive relationship with employee productivity.

Coefficient of Determination

Table 7. Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.709	0.502	0.487	2.27131

The coefficient of determination shows an R Square value of 0.502. This means that work motivation, work facilities, and job satisfaction were able to explain 50.2% of the variation in employee productivity. Meanwhile, the remaining 49.8% was influenced by other variables not examined in this study, such as leadership style, work discipline, organizational culture, compensation, workload, or other organizational factors.

Partial Hypothesis Test

Table 8. Partial Test Results

Variable	B	t-count	t-table	Sig.	Result
Work Motivation	0.295	4.610	1.660	0.000	Significant
Work Facilities	0.116	1.994	1.660	0.049	Significant
Job Satisfaction	0.181	2.103	1.660	0.038	Significant

The partial test results show that work motivation had a t-count value of 4.610, which was greater than the t-table value of 1.660, with a significance value of $0.000 < 0.05$. This indicates that work motivation had a positive and significant effect on employee productivity. Work facilities had a t-count value of 1.994, which was greater than 1.660, with a significance value of $0.049 < 0.05$. This means that work facilities also had a positive and significant effect on employee productivity. Furthermore, job satisfaction had a t-count value of 2.103, which was greater than 1.660, with a significance value of $0.038 < 0.05$. Therefore, job satisfaction had a positive and significant effect on employee productivity.

Simultaneous Hypothesis Test

Table 9. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2239.816	3	746.605	46.572	0.000
Residual	1795.494	112	16.031	-	-
Total	4035.310	115	-	-	-

The simultaneous test results show that the F-count value was 46.572, which was greater than the F-table value of 2.70, with a significance value of $0.000 < 0.05$. This indicates that work motivation, work facilities, and job satisfaction simultaneously had a significant effect on employee productivity. Therefore, the regression model used in this study was statistically significant and appropriate for explaining employee productivity at the Dinas Ketenagakerjaan of North Sumatra Province.

Discussion

The Effect of Work Motivation on Employee Productivity

The results of this study indicate that work motivation has a positive and significant effect on employee productivity at the Manpower Office of North Sumatra Province. This is proven by the regression coefficient of 0.295, the t-value of 4.610, which is higher than the t-table value of 1.660, and the significance value of 0.000, which is lower than 0.05. These results show that the first hypothesis is accepted, meaning that

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higher work motivation leads to higher employee productivity. Among the three independent variables, work motivation has the strongest standardized coefficient, indicating that motivation is the most dominant factor in improving employee productivity in this study.

Theoretically, these findings are in line with the concept that motivation serves as an internal and external driving force that encourages employees to work enthusiastically, responsibly, and consistently in achieving organizational goals (Bangkara, 2022). Employees with strong work motivation tend to show higher discipline, stronger work commitment, and greater willingness to complete tasks according to predetermined targets (P. C. Susanto, 2022)(Nasib et al., 2023). In its implementation at the Dinas Ketenagakerjaan of North Sumatra Province, these findings imply that employee productivity can be improved by strengthening motivational factors within the organization. The institution needs to provide not only financial incentives, but also non-financial encouragement such as appreciation for employee performance, recognition of work achievements, regular coaching, clear career development opportunities, and a supportive work environment.

These findings are supported by previous studies conducted by (Malik et al., 2025)(F. R. A. Lubis, Nasib, et al., 2023) which found that work motivation has a positive and significant effect on employee productivity. The consistency between this study and previous research confirms that motivation is a critical determinant of productivity across different organizational contexts. From a managerial perspective, the Dinas Ketenagakerjaan of North Sumatra Province should prioritize policies that strengthen employee motivation as part of its human resource management strategy. Management can implement performance-based appreciation, routine evaluation and feedback, mentoring programs, and employee development activities.

The Effect of Work Facilities on Employee Productivity

The results of this study show that work facilities have a positive and significant effect on employee productivity. This is indicated by the regression coefficient of 0.116, the t-value of 1.994, which is greater than the t-table value of 1.660, and the significance value of 0.049, which is lower than 0.05. Therefore, the second hypothesis is accepted. This means that better work facilities will contribute to higher employee productivity at the Manpower Office of North Sumatra Province. Theoretically, work facilities are important organizational resources that support employees in performing their duties effectively and efficiently (Pattanayak, 2025). Adequate facilities help reduce technical obstacles, shorten task completion time, improve work accuracy, and create a more comfortable working environment (Sofiyani et al., 2026). In productivity theory, employees cannot achieve optimal output if they are not supported by sufficient tools, infrastructure, and work equipment (Bhastary et al., 2024). Therefore, work facilities function as an enabling factor that allows employees to transform their skills and motivation into measurable work results (A. Susanto et al., 2025).

The implementation at Dinas Ketenagakerjaan North Sumatra Province of these findings is highly relevant because the preliminary observations revealed several facility-related problems, such as limited computer availability, inadequate device specifications, unstable internet connection, malfunctioning air conditioning, and limited official transportation. These problems can slow down administrative processes, reduce work comfort, and create delays in task completion. The results of this study are supported by (Sulistiyowati, 2022)(Sipayung et al., 2023)(Acikin et al., 2025), who found that work facilities have a positive and significant influence on employee productivity. These previous findings strengthen the argument that employees need adequate facilities to perform their duties optimally. When employees are supported by proper work tools and infrastructure, they are more likely to complete tasks efficiently and produce better work outcomes.

The managerial implication of this finding is that Dinas Ketenagakerjaan of North Sumatra Province needs to conduct regular evaluations of its work facilities. Management should identify priority facilities that directly affect employee performance, such as computers, internet networks, office equipment, room comfort, and transportation facilities. Budget allocation should also be directed toward facility improvement and maintenance. By improving work facilities, the institution can reduce work barriers, improve task completion speed, and increase overall employee productivity.

The Effect of Job Satisfaction on Employee Productivity

The results of this study indicate that job satisfaction has a positive and significant effect on employee productivity. This is shown by the regression coefficient of 0.181, the t-value of 2.103, which is higher than the t-table value of 1.660, and the significance value of 0.038, which is lower than 0.05. Thus, the third hypothesis is accepted. This finding indicates that employees who have higher job satisfaction tend to show higher productivity in carrying out their duties. Theoretically, job satisfaction reflects employees' positive feelings toward their work, including satisfaction with the job itself, relationships with colleagues, career development, work environment, and compensation (Yang & Li, 2023). Employees who feel satisfied with their work tend to show stronger commitment, higher work involvement, and greater responsibility (Chaniago, 2023). Job satisfaction can also reduce negative work behavior, increase loyalty, and encourage employees to contribute more actively to organizational goals (Tambunan, 2023).

In its implementation at the Dinas Ketenagakerjaan of North Sumatra Province, these findings suggest that employee productivity can be strengthened by improving aspects that influence job satisfaction. The institution needs to pay attention to employee needs, including a comfortable work environment, fair treatment, good relationships between leaders and employees, opportunities for training, and career development support. Since some employees expressed dissatisfaction related to limited facilities and insufficient training or coaching, the institution should improve internal development programs and create a more supportive organizational climate. These findings are consistent with the studies of (Gunawan et al., 2024)(Wijaya & Chaniago, 2025)(H. Lubis et al., 2024), which found that job satisfaction positively and significantly affects employee productivity. This confirms that job satisfaction is not only an emotional response to work, but also an important factor that influences employees' willingness to perform better (Purba et al., 2025). When employees feel valued and supported, they tend to be more motivated to complete tasks effectively and contribute to organizational performance (Sinaga, 2022). The managerial implication of this finding is that the Dinas Ketenagakerjaan of North Sumatra Province should develop policies that improve employee satisfaction. Management can strengthen employee engagement through regular communication, fair reward systems, training opportunities, career development programs, and a more supportive work culture.

The Simultaneous Effect of Work Motivation, Work Facilities, and Job Satisfaction on Employee Productivity

The results of the simultaneous test show that work motivation, work facilities, and job satisfaction simultaneously have a significant effect on employee productivity. This is proven by the F-value of 46.572, which is higher than the F-table value of 2.70, and the significance value of 0.000, which is lower than 0.05. In addition, the coefficient of determination shows an R Square value of 0.502, meaning that work motivation, work facilities, and job satisfaction can explain 50.2% of the variation in employee productivity, while the remaining 49.8% is influenced by other factors not examined in this study. Therefore, the fourth hypothesis is accepted. Theoretically, employee productivity is influenced by both individual and organizational factors (Gulo et al., 2026). Work motivation represents the internal drive of employees, work facilities represent organizational support in the form of infrastructure and resources, while job satisfaction reflects employees' psychological evaluation of their work experience (E. P. Napitupulu et al., 2023). These

three variables complement one another in shaping productivity. Employees may have strong motivation, but without adequate facilities, their productivity may be limited (Stone et al., 2024). Similarly, good facilities may not produce optimal results if employees lack motivation or feel dissatisfied with their work (Anandita, 2023).

In the context of the Dinas Ketenagakerjaan of North Sumatra Province, the simultaneous influence of these three variables indicates that productivity improvement cannot be achieved through a single policy. The institution needs to develop a comprehensive strategy that includes strengthening employee motivation, improving work facilities, and increasing job satisfaction. These efforts are important because the institution is responsible for providing public services related to employment affairs, labor development, and administrative services. The findings of this study are supported by previous research showing that motivation, work facilities, and job satisfaction are important determinants of productivity. Studies by (Priyanto & Siska, 2025)(Damanik et al., 2026)(Edward, 2021) provide empirical support that these variables play a significant role in improving employee productivity. The consistency of these findings confirms that employee productivity is shaped by a combination of motivational support, adequate work resources, and positive work experiences (Purba et al., 2023).

The managerial implication is that the Dinas Ketenagakerjaan of North Sumatra Province should formulate an integrated human resource management strategy. The institution should not only focus on improving employee discipline or work targets, but also on creating conditions that allow employees to work productively. This can be achieved by designing motivation programs, improving facilities, strengthening employee satisfaction, and conducting regular evaluations of employee needs.

4. Conclusion

Based on the results of the study, it can be concluded that work motivation, work facilities, and job satisfaction have a positive and significant influence on employee productivity at the Dinas Ketenagakerjaan of North Sumatra Province. Partially, work motivation was proven to have a significant effect on employee productivity, indicating that employees with stronger motivation tend to demonstrate higher enthusiasm, responsibility, and commitment in completing their tasks. Work facilities also had a significant effect on employee productivity, showing that adequate infrastructure, work equipment, internet access, office facilities, and supporting facilities can help employees perform their duties more effectively and efficiently. In addition, job satisfaction significantly influenced employee productivity, which means that employees who feel satisfied with their work, work environment, relationships, compensation, and development opportunities are more likely to produce better work outcomes.

Simultaneously, work motivation, work facilities, and job satisfaction were found to have a significant effect on employee productivity. The coefficient of determination showed an R Square value of 0.502, indicating that these three variables were able to explain 50.2% of the variation in employee productivity, while the remaining 49.8% was influenced by other factors outside this study. Therefore, improving employee productivity at the Dinas Ketenagakerjaan of North Sumatra Province requires an integrated effort through strengthening employee motivation, improving work facilities, and enhancing job satisfaction. These findings provide practical implications for the institution to develop more effective human resource management strategies in order to support better employee performance and public service delivery

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