



Enhancing Indonesian Employees Performance through Work Facility, Soft Skill, and Work Motivation: Evidence from Indonesia

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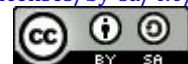
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Abstract

Prior studies on the determinants of employee performance report inconsistent findings regarding work facilities, work motivation, and soft skills, revealing a research gap that this study addresses by testing all three predictors simultaneously within a single organizational context. This study examines the partial and simultaneous effects of work facilities, work motivation, and soft skills on employee performance at PT. ESGI in Boyolali, Central Java, Indonesia. An associative quantitative design was employed, with data collected from 97 employees selected through incidental sampling using a validated and reliable Likert-scale questionnaire and analyzed using multiple linear regression. The results show that work facilities have a significant negative effect on employee performance ($\beta = -0.091$; Sig. = 0.030), whereas work motivation ($\beta = 0.377$; Sig. < 0.001) and soft skills ($\beta = 0.617$; Sig. < 0.001) each have significant positive effects. Simultaneously, the three variables significantly affect employee performance (Sig. < 0.001; $R^2 = 0.915$). These findings suggest that motivational systems and soft-skill development contribute more strongly to performance than facility provision alone, offering practical implications for human resource strategy in the garment industry and a theoretical contribution to the debate on the facility-performance relationship.

Keywords: work facilities; work motivation; soft skills; employee performance

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INTRODUCTION

Human resources (HR) constitute one of the most critical assets within an organization. The success of a company in achieving its objectives is highly dependent on the performance of its employees. In the face of increasingly competitive industrial dynamics, every company is required to manage its human resources effectively and efficiently in order to enhance productivity and

competitiveness. PT ESGI in Boyolali, as part of the national garment industry, also faces challenges in maintaining and improving the quality of its human resources.

Employee performance is influenced by various factors, including work facilities, work motivation, and soft skills. According to Ferllianto and Saputra (2023), effective human resource management is a key determinant in achieving organizational targets. Maharani et al., (2024) argue that adequate work facilities can create a positive working environment, reduce stress, and improve employee job satisfaction. Sihombing et al., (2024) further found that work facilities have a significant effect on employee performance. However, Rusilawati, (2023) reported contrasting findings, indicating that soft skills do not have a significant effect on employee performance.

These inconsistencies highlight the need for further investigation. Work motivation is another important factor in shaping employees' enthusiasm and productivity. Ferllianto & Saputra (2023) state that high motivation can directly contribute to organizational growth. Rusilawati, (2023) found that work motivation significantly affects employee performance, whereas Sihombing et al., (2024) reported the opposite. These conflicting results further justify the need for additional research.

Soft skills, such as communication, leadership, and teamwork, are also crucial in supporting individual performance in modern work environments. Sabir et al., (2023) found that soft skills have a significant influence on employee performance. In contrast, Husennia et al., (2024) reported no such effect. This inconsistency reinforces the urgency for more in-depth research on the role of soft skills in influencing performance. According to Bhargavi et al., (2026), management is a distinctive process consisting of planning, organizing, actuating, and controlling activities carried out to determine and achieve predetermined objectives through the effective utilization of human resources and other resources. Etymologically, Bhargavi et al., (2026) explains that management refers to the activity of regulating or organizing.

Melo et al., (2022) defines Human Resource Management (HRM) as a set of activities aimed at stimulating, enhancing, motivating, and maintaining optimal performance within an organization. Similarly, Gultom et al. (2025) describe HRM as a process of achieving organizational goals through the effective utilization of individuals involved in the organization. Employees are managed in such a way that they possess the competencies and capabilities required to support their roles. Sharma, (2023), a leading global reference in HRM, emphasizes in his book Human Resource Management that HRM is both a technical and managerial process, encompassing activities such as recruiting, training, evaluating, and compensating employees, as well as addressing labor relations, health, safety, and fairness issues.

Rumondor et al. (2023) defines HRM as a process involving planning, organizing, directing, and controlling the procurement, development, compensation,

integration, maintenance, and separation of employees in order to achieve organizational goals in an integrated manner. Furthermore, Akogun, (2022) highlights that HRM is a highly strategic function for organizational sustainability, involving activities such as planning, procurement, development, maintenance, and the effective utilization of human resources to achieve both individual and organizational objectives.

Work facilities, according to Sihombing et al., (2024), represent a form of organizational support provided to employees that can enhance their performance by meeting their needs, thereby increasing productivity. Ahmadi, as cited in Yandi et al., (2023), emphasizes that work facilities deserve special attention as they are an integral part of the work environment that significantly supports employee activities within an organization. Hasibuan, (2016) defines facilities as welfare provisions in the form of services aimed at fulfilling employees' physical and psychological needs to improve work productivity.

According to Maslow, (1943) in the Hierarchy of Needs Theory, work motivation is influenced by unmet needs, ranging from physiological needs, safety, social belonging, esteem, to self-actualization. Jemimut et al. (2024) states that with appropriate motivation, employees will be encouraged to exert maximum effort in performing their duties, as they believe that achieving organizational goals will also support their personal interests.

Soft skills, according to Husennia et al., (2024), are competencies used in the development process related to the workplace, including interaction and collaboration with others. Rokhayati, as cited in Sabir et al., (2023), explains that soft skills are increasingly emphasized due to the demands of the professional world. Organizations with competent human resources are better positioned to improve performance, particularly in terms of productivity and competitiveness in the era of globalization. Rosi, (2023) further highlights that soft skills play a crucial role in building interpersonal relationships, fostering a sense of togetherness, and developing a positive organizational culture. Therefore, soft skills contribute positively to the quality of work outcomes.

Performance, according to John P. Campbell, as cited in Brannick et al., (2007), refers to what employees do and includes behaviors relevant to organizational goals, which can be measured based on the level of individual contribution. Robbins & Judge, (2015) defines performance as the results achieved by employees in their work based on specific criteria applicable to a given job. In general, performance can be understood as the output or final result of a series of processes completed by members of an organization, involving the utilization of available resources or inputs. Ultimately, the success of an organization in achieving its objectives is closely dependent on the work participation and contributions of its employees (Tekle, 2026).

PT ESGI faces challenges in improving employee performance, as indicated by suboptimal work facilities, weak motivational systems, and underdeveloped soft skills. These conditions are reflected in the company's internal human resource records, including employee turnover, performance-appraisal scores, and recurring complaints raised through periodic employee satisfaction surveys, which management has identified as recurring concerns in recent operating periods. As noted by (Ningrum & Widodo, 2023), employee performance affects the ability to deliver optimal services.

Therefore, companies need to pay closer attention to the factors influencing performance in order to achieve productivity and business sustainability. Beyond the divergence in prior findings, none of these studies has examined work facilities, work motivation, and soft skills jointly within a single organizational setting, nor addressed the possibility of a counter-theoretical negative relationship between facilities and performance, which constitutes the specific gap this study is designed to close.

The novelty of this study lies in its simultaneous testing of the three predictors within a single garment-manufacturing firm and, in particular, its empirical documentation of a negative and significant relationship between work facilities and employee performance, a counter-theoretical finding that has rarely been reported in the extant literature and that warrants further theoretical explanation.

To illustrate the framework of thought in this study, we display it in Figure 1.

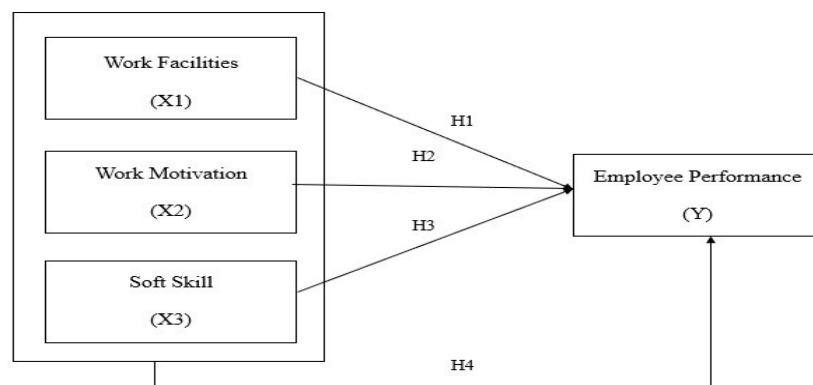


Figure1. Framework of this study

Notes:

Independent Variable : Work facilities (X1)

Work Motivation (X2)

Soft Skill (X3)

Dependent Variable : Employee Performance (Y)

Based on the conceptual framework above, four hypotheses are proposed for this study. The first states that work facilities do not have a significant partial effect

on the performance of PT. ESGI employees in Boyolali (H01), or alternatively, that work facilities have a significant partial effect on their performance (Ha1). The second states that work motivation does not have a significant partial effect on employee performance (H02), or that work motivation has a significant partial effect on employee performance (Ha2). The third states that soft skills do not have a significant partial effect on employee performance (H03), or that soft skills have a significant partial effect on employee performance (Ha3). The fourth states that work facilities, work motivation, and soft skills do not have a significant simultaneous effect on the performance of PT. ESGI employees in Boyolali (H04), or that these three variables jointly have a significant simultaneous effect on employee performance (Ha4).

This study aims to examine both the partial and simultaneous effects of work facilities, work motivation, and soft skills on employee performance at PT ESGI in Boyolali, Central Java, Indonesia. It is expected that this research will provide theoretical contributions to knowledge development as well as practical benefits for companies, academics, and Universitas Boyolali. Theoretically, the findings extend human resource management theory by highlighting boundary conditions under which work facilities may fail to enhance performance; practically, they provide PT ESGI's management with an evidence-based basis for reallocating resources toward motivational programs and soft-skill training rather than facility investment alone.

RESEARCH METHOD

This study uses a quantitative, associative research design implemented through a cross-sectional survey, in which data on all variables are collected from respondents at a single point in time. Creswell & Creswell, (2017) state that quantitative research is an approach used to test objective theories by examining the relationships among variables. These variables are measured typically through research instruments so that the resulting numerical data can be analyzed using statistical procedures. Quantitative data analysis, therefore, aims to test predetermined hypotheses.

Operationally, work facilities (X1) refer to the physical and non-physical support provided by the organization to enable employees to perform their duties; work motivation (X2) refers to the internal and external drives that encourage employees to exert effort toward organizational goals; soft skills (X3) refer to employees' interpersonal and communication competencies; and employee performance (Y) refers to the extent to which employees fulfil the duties and responsibilities assigned to them, consistent with the definitions presented in Section 1.2.1. Ghozali, (2018) emphasizes the importance of conducting validity and reliability tests on questionnaire instruments before further data analysis is carried out using techniques such as linear regression or path analysis.

Sugiyono, (2019) defines research methodology as a scientific approach to obtaining data for specific purposes and uses. This study employs a quantitative method grounded in the positivist paradigm, which is used to examine a particular population or sample. The sampling technique applied is incidental sampling, with a total population of 3,500 individuals and a sample size of 97 respondents. Incidental sampling was adopted primarily due to time and access constraints in reaching PT ESGI's full workforce across shifts; while this approach is efficient, it may introduce selection bias, and this limitation is acknowledged in the Conclusion. Data were collected using questionnaires distributed to employees of PT ESGI in Boyolali. The sample size of 97 respondents was determined using the Slovin formula (Sevilla, C. G., Ochave, J. A., Punsalan, T. G., Regala, B. P., & Uriarte, 2007).

Note:

n: Sample size (number of respondents).

N: Population size

e: Margin of Error, 0,1 (10%)

$$N = \frac{1 + Ne^2}{e^2}$$

$$= \frac{1 + (3500 \times 0.01)^2}{0.01^2}$$

= 97,222

= 97 sample

RESULT AND DISCUSSION

Results of Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to determine the influence of work facilities (X1), work motivation (X2), and soft skills (X3) on the dependent variable of employee performance (Y) simultaneously and partially. See Table 1.

Table 1. Results of multiple linear regression analysis

Coefficients ^a					
Model	Unstand ardzied Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1	(Constant)	2,378		2,504	,014
	X1	-,091		-2,206	,030
	X2	,377		5,704	,000
	X3	,617		10,195	,000

a. Dependent Variable: Y

Source: Data processed SPSS V.25, 2025

Based on the analysis results (table 1), the following regression equation was obtained.:

$$Y = 2,378 - 0,091X_1 + 0,377X_2 + 0,617X_3 + e$$

The significance value of each variable indicates that:

Nilai signifikansi dari masing-masing variabel menunjukkan bahwa:

1. The value (Constant) is 2.378, meaning that if the independent variable is zero, the dependent variable will have a value of 2.78
2. X1 has a negative and significant effect on Y ($\beta = -0.091$; Sig. = 0.030)
3. X2 has a positive and significant effect ($\beta = 0.377$; Sig. < 0.001),
4. X3 also has a positive and significant effect and is the most dominant ($\beta = 0.617$; Sig. < 0.001)

t Test

The t-test was conducted to test the partial influence of each independent variable on the dependent variable Y. See table 2

Table 2. Results of t test

		Coefficients ^a				
Model		Unstand ardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1 (Constant)	2,378	,950			2,504	,014
X1	-,091	,041	-,085		-2,206	,030
X2	,377	,066	,391		5,704	,000
X3	,617	,061	,642		10,195	,000

a. Dependent Variable: Y

Source: Data processed SPSS V.25,2025

The results of the analysis (table 2) show that variable X1 has a significance value of 0.030 with a negative regression coefficient of -0.091, which means that X1 has a negative and significant effect on Y. Furthermore, variable X2 has a significance value <0.001 with a positive coefficient of 0.377, while X3 is also significant with a significance value <0.001 and the largest positive regression coefficient, namely 0.617. Based on the significance value (Sig. <0.05) for the three variables, it can be

concluded that X1, X2, and X3 partially have a significant effect on Y, with X3 being the most dominant variable in the model.

F Test

The F-test is conducted to determine whether the simultaneously formed regression model is significant in explaining the influence of the independent variables on the dependent variable. See Table 3.

Table 3. Results of F Test

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3516,804	3	1172,268	335,779	0,000
Residual	324,680	93	3,491	-	-
Total	3841,485	96	-	-	-

Source: Data processed SPSS V.25,2025

Based on the results of the ANOVA test (Table 3), the F value obtained was 335.779 with a significance (Sig.) of <0.001 . Because the significance value is smaller than 0.05, it can be concluded that the regression model is simultaneously significant, meaning that variables X1, X2, and X3 jointly influence variable Y. Thus, the multiple linear regression model built is suitable for use in predicting the value of the dependent variable.

CONCLUSION

Based on the results of the various statistical tests conducted, the results of the t-test show a significance value of 0.030, indicating that work facilities have a significant effect on employee performance. Therefore, the null hypothesis (H01) is rejected and the alternative hypothesis (Ha1) is accepted, confirming that work facilities significantly influence the performance of employees at PT ESGI in Boyolali. The t-test results also indicate a significance value of $0.000 < 0.05$, demonstrating that work motivation has a significant effect on employee performance. Thus, the alternative hypothesis (Ha2), which states that there is an effect of work motivation on employee performance at PT ESGI in Boyolali, is accepted, while the null hypothesis (H02) is rejected. This means that higher levels of work motivation are associated with significant improvements in employee performance.

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