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The Effect of Service Facilities and Digital Service Availability and Professionalism on Employee Performance with Job Satisfaction as an Intervening Variable at Muara Wahau District Office

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ABSTRACT

Employee performance is the ability of employees to do a certain skill. High performance is a reflection of the achievement of organizational goals effectively and efficiently. To optimize performance, Job Satisfaction (Z) is needed. This study aims to empirically analyze how Service Facilities (X1), Digital Service Availability (X2), and Professionalism (X3) affect Employee Performance (Y), both directly and indirectly through Job Satisfaction (Z). The method used is quantitative research with a causal approach, using a population of 27 employees at the Muara Wahau District Office. Data analysis uses Path Analysis with the Sobel Test for mediation.

The research results indicate that:

Service Facilities have no significant effect on Job Satisfaction (Z) and Employee Performance (Y) directly. Digital Service Availability and Professionalism have a significant effect on Job Satisfaction (Z). Job Satisfaction (Z), Digital Service Availability (X2), and Professionalism (X3) have a significant effect on Employee Performance (Y) directly. Job Satisfaction (Z) is proven not to mediate the effect of Service Facilities (X1) on Employee Performance (Y). Job Satisfaction (Z) is proven to significantly mediate the effect of Digital Service Availability (X2) and Professionalism (X3) on Employee Performance (Y).

I. INTRODUCTION

Human Resource Management (HRM) is a vital field in organizations, including government agencies such as the Muara Wahau District Office. The core of organizational success lies in the extent to which its Human Resources can demonstrate optimal performance. Employee performance is the result of work achieved by an employee in carrying out their duties in accordance with the responsibilities given. High performance is a reflection of the effective and efficient achievement of organizational goals.

Based on the functions of HRM, there are several crucial factors that directly or indirectly influence employee performance. This research focuses on three main exogenous variables: Service Facilities, Digital Service Availability, and Professionalism, as well as the mediating role of Job Satisfaction.

Service Facilities (X1) refers to the availability and quality of physical infrastructure and facilities that support the work process and service to the community. In the context of the district office, adequate facilities—such as comfortable waiting rooms, office cleanliness, completeness of work tools, and basic infrastructure—play an important role in creating a conducive working environment. A work environment supported by prime facilities can increase work spirit, reduce operational barriers, and ultimately have a positive impact on employee performance. Conversely, inadequate facilities can lead to frustration and hinder the speed and quality of work. Digital Service Availability (X2) is increasingly relevant in the era of bureaucracy transformation 4.0. This variable covers aspects of information technology infrastructure, accessibility of digital administration systems, and network reliability that allow employees to carry out government tasks electronically. At the Muara Wahau District Office, the adoption and availability of reliable digital services are highly decisive for the efficiency of public services and the effectiveness of internal work. When digital services are available and function optimally, the work process becomes faster, more transparent, and reduces the manual workload, which can substantially increase performance. System failures or minimal digital service availability can actually be a source of pressure and decline in performance. Professionalism (X3) reflects the attitude, competence, and commitment of employees in carrying out tasks according to ethical standards and expertise owned. Professional employees will show initiative, responsibility, and the ability to complete work with the best quality, regardless of the facilities or technology available. In addition to these three factors, Job Satisfaction (Z) is hypothesized to play a mediating variable role. Job satisfaction is a positive or pleasant feeling arising from the evaluation of a person's job or work experience. Employees who feel satisfied with their jobs tend to be more motivated, loyal, and dedicated, which in turn will improve their performance. Job satisfaction itself is an outcome of the organization's treatment of its employees, which can be influenced by the adequacy of the Service Facilities and Digital Service Availability provided.

The Muara Wahau District Office, as an institution at the forefront of community services in Kutai Timur Regency, faces high demands to improve its performance. Based on preliminary observations, it is known that an in-depth review is needed regarding the extent to which the Service Facilities and Digital Service Availability that have been implemented, along with employee Professionalism, are able to create job satisfaction that leads to improved performance. Therefore, this study aims to empirically analyze how Service Facilities and Digital Service Availability and Professionalism influence Employee Performance, both directly and indirectly through Job Satisfaction.

II. THEORY

2.1. Basic Concepts of Human Resource Management

Human Resource Management (HRM) is the process of managing human resources in an organization to achieve strategic goals. HRM includes planning, organizing, directing, and controlling activities for procuring, developing, compensating, integrating, maintaining, and releasing labor. The main focus of HRM is ensuring that employees have the ability, motivation, and supportive work environment to produce the best performance.

2.2 Employee Performance (Y)

Employee Performance (Y) is defined as the result of work achieved by an employee in carrying out their duties in accordance with the responsibilities given within a certain time period. Performance includes quality, quantity, timeliness, effectiveness, and efficiency of work. Employee performance is measured through several dimensions, including:

- 1) Work Quantity: The amount of work results achieved within normal working hours.
- 2) Work Quality: Accuracy, thoroughness, and completeness in completing tasks.

- 3) Timeliness: The extent to which activities are completed at the specified time.
- 4) Effectiveness: The level of maximum utilization of organizational resources (HR, material, funds).

2.3 Job Satisfaction (Z)

Job Satisfaction (Z) is an emotional state, pleasant or unpleasant, experienced by employees when viewing their jobs. Job satisfaction reflects a person's attitude and feelings towards their job, arising from the suitability between expectations and the reality obtained. According to Robbins and Judge (2017), Job Satisfaction can be measured through several factors:

- 1) The job itself (how interesting the tasks performed are).
- 2) Salary/Wages received.
- 3) Fair Promotion Opportunities.
- 4) Supervision (relationship with superiors).
- 5) Co-workers (relationship among colleagues).

2.4 Service Facilities (X1)

Service Facilities (X1) are everything that constitutes physical infrastructure and facilities provided by the organization to support the smooth running of the work process and improve the quality of service to the community. These facilities include the physical environment and work equipment used daily. The indicators used to measure Service Facilities include:

- 1) Physical Environment Quality: Cleanliness, comfort, and layout of the workspace.
- 2) Availability of Work Tools: Completeness and readiness of office equipment (computers, printers, stationery, etc.).
- 3) Basic Infrastructure Condition: Availability of electricity, water, and supporting facilities such as decent and well-maintained toilets.
- 4) Facility Accessibility: Ease of employees in accessing and utilizing the provided facilities.

2.5 Digital Service Availability (X2)

Digital Service Availability (X2) is the readiness, reliability, and accessibility of information technology and electronic systems used by employees to carry out administrative and service functions. This variable reflects the extent to which the agency has digitally transformed and supports its employees' work with modern technology. The indicators used to measure Digital Service Availability include:

- 1) System Reliability: Smooth operation of digital administration systems and applications (e-government).
- 2) Network Access: Availability of stable and fast internet/intranet connections.
- 3) Technical Support: Readiness of teams or guides to overcome technical problems and troubleshooting.
- 4) Technology Updates: Use of up-to-date software and hardware to support efficiency.

2.6 Professionalism (X3)

Professionalism is an attribute that every employee must possess, which includes expertise, attitude, and commitment in carrying out duties according to professional standards, ethics, and values. Professionalism is measured by:

- 1) Competence and Expertise: The level of knowledge and technical skills possessed.
- 2) Responsibility: Commitment to completing tasks according to targets and procedures.
- 3) Work Ethics: Attitude of honesty, discipline, and responsibility in work.

III. METHOD

This research uses a quantitative type of research with a descriptive and causal (cause-effect relationship) approach. This research aims to test and analyze the effect of independent variables on the dependent variable, with a mediating variable.

3.1. Data Collection Method

- 1) Questionnaire (Survey): Used to collect primary data regarding research variables. The measurement scale used is the Likert Scale (1 = Strongly Disagree to 5 = Strongly Agree).
- 2) Interview: Conducted with several employees or leaders to obtain supporting qualitative information.
- 3) Documentation Study: Carried out to collect secondary data.

3.2 Data Analysis Technique

The data analysis technique used is Path Analysis via the SPSS program, which fundamentally involves multiple regression analysis.

3.3 Data Quality Testing

- 1) Validity Test: Used to measure whether a questionnaire is valid, measured by comparing the rcount value with the rtable (rcount>rtable means valid).
- 2) Reliability Test: Used to measure the consistency and stability of the instrument, measured using Cronbach Alpha ($\alpha > 0.60$ means reliable).

IV. RESULT

The Influence of Exogenous Variables on Job Satisfaction (Z) The results of the Model I regression analysis indicate:

- 1) Service Facilities (X) on Job Satisfaction (Z)
Service Facilities have no significant effect on Job Satisfaction ($p=0.491$). Despite the descriptive results showing Service Facilities are in the high category (average ≈ 4.09), the adequacy of physical facilities (such as room cleanliness, completeness of work tools) does not statistically create a significant positive or pleasant feeling towards the job itself for employees at the Muara Wahau District Office. This suggests that facilities may be viewed as a satisfied hygiene factor (basic need), but not as a primary driver of job satisfaction (such as the job itself, salary, or promotion opportunities).
- 2) Digital Service Availability (X) on Job Satisfaction (Z)
Digital Service Availability has a significant effect on Job Satisfaction ($p=0.000$). This confirms Hypothesis H2. The availability of reliable digital systems, a stable network, and technical support is proven to be crucial in creating a positive work experience. In the era of bureaucracy transformation, optimal digital services accelerate the work process, reduce manual workload, and lower frustration, thus having a strong impact on Job Satisfaction.
- 3) Professionalism (X) on Job Satisfaction (Z)
Professionalism has a significant effect on Job Satisfaction ($p=0.000$). This confirms Hypothesis H3. A professional attitude, encompassing competence, expertise, and high work ethics, tends to lead to good work quality. Employees who feel competent and committed often receive positive feedback or appreciation, which internally enhances Job Satisfaction.
- 4) Service Facilities (X) on Employee Performance (Y)
Service Facilities have no significant effect on Employee Performance ($p=0.722$). This rejects Hypothesis H5. Even though the facilities are rated well, the completeness of the facilities does not statistically guarantee an increase in work results (quality, quantity, timeliness). Performance in this office appears to be driven more by non-physical and behavioral factors.

- 5) Digital Service Availability (X) on Employee Performance (Y) Digital Service Availability has a significant effect on Employee Performance ($p=0.003$). This confirms Hypothesis H6. Optimal and reliable digital systems are key determinants of public service efficiency and internal work effectiveness. When the work process becomes faster and more transparent due to technology, overall Employee Performance increases.
- 6) Professionalism (X) on Employee Performance (Y) Professionalism has a significant effect on Employee Performance ($p=0.001$). This confirms Hypothesis H7. Professional employees show initiative, responsibility, and the ability to complete work with the best quality, which is a reflection of high Performance.
- 7) Job Satisfaction (Z) on Employee Performance (Y) Job Satisfaction has a significant effect on Employee Performance ($p=0.002$). This confirms Hypothesis H4. Positive or pleasant feelings about the job make employees more motivated, loyal, and dedicated, which is a prerequisite for demonstrating optimal Performance.

V. CONCLUSIONS

- 1) Given that Digital Service Availability and Professionalism are proven to significantly enhance Employee Performance, the leadership is advised to make these two variables a priority for major investment. Investment includes maintaining digital systems, performing regular hardware upgrades, and running competency development programs (training) to improve Professionalism.
- 2) Although Service Facilities are rated well, as they do not significantly affect Performance, it is advisable to review the effectiveness of existing facilities so that they can become a positive driver, not just meeting minimum standards.
- 3) Focus on efforts to increase Job Satisfaction must be maintained, especially through improving digital service systems and rewarding Professionalism, as Job Satisfaction is proven to be an important mediator towards optimal Performance.

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