

The Influence Of Motivation And Facilities On The Performance Of The Representative Council In Aceh Province

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ARTICLE INFO ABSTRACT

Various factors can cause decreased performance of an employee or member in an organization. Therefore, it is necessary to find out what causes the decline in the performance of members or employees. Therefore, this research will test whether motivation factors and facilities influence the performance of the Aceh People's Representative Council (DPRA) in Aceh. This research collects data using a quantitative verification approach. The goal is to test hypotheses to determine relationships between variables. The research examined 81 people surveyed and found that motivation had a positive and significant impact on the performance of members of the Aceh People's Representative Council, even when compared with facilities that were deemed not to have a positive and significant impact on the performance of members of the Aceh People's Representative Council. In conclusion, only motivation impacts the performance of members of the Aceh People's Representative Council.

Keyword : Motivation, Facilities, Performance, House of Representatives

INTRODUCTION

Organizations have many things that influence their success. This is primarily due to institutional motivation (Salovey and Mayer, 2006; Ingtyas et al., 2021). Motivation has become an essential part of the operations of an organization. Because organizational members will only do their best work if they are motivated enough (Gaffari et al., 2017; Amal et al., 2022). Motivation is often referred to as a driver of someone's behavior because, according to Edy (2009), it encourages someone to carry out certain activities. Because employee performance is influenced by work motivation (Setyo Riyanto et al., 2017; Marjuki and Soesatyo, 2016; Tumilaar, 2015; Yudiningsih et al., 2016). However, this research contradicts research by Sari (2014). The results show that the discipline element does not influence employee performance significantly or positively. Improving overall employee performance in an organization will result in smoother work processes, making it easier for organizations to achieve their goals.

Apart from facilities, other components are essential for the success of an organization. Facilities help and facilitate the implementation of tasks (Abdullahi & Wan Yusoff, 2019; Listyani, 2016). Complete work facilities are essential for any organization to carry out its duties to optimize the performance of its employees. The aim is to simplify and complete tasks efficiently with optimal results. Work facilities influence the performance of employees there (Chasanah and Rustiana, 2017; Siahaan et al., 2022). Because, in general, these facilities encourage individuals to try harder at their work (Nurhadian, 2019; Pratiwi et al., 2019). This facility will help every Aceh Regional People's Representative Council (DPRD) member in carrying out their duties. Because they have material and non-material facilities, DPRD members will enthusiastically carry out their work. They will find it easier to complete tasks with this facility (Abdullahi & Wan Yusoff, 2018; Damanik, 2019). On the other hand, if there are no facilities, Aceh DPRD members will feel lazy and unmotivated to do their work.

According to Siagian (2017), work facilities are critical to ensure employees can work efficiently. Good technology in work facilities can speed up and make work easier. To ensure that employees do their jobs well, work facilities must be accessible and well-utilized. The problem that often arises is that work facilities must

be more adequate and utilized, making them look wasteful. Poor performance will result from inadequate work facilities in situations like this. Ultimately, this will lead to unsatisfactory work performance and results (Alexander, 2013; Purba et al., 2019). Therefore, supporting and utilizing adequate work facilities will influence other people.

Recent news reports state that the performance of employees at the Aceh DPR Secretariat still needs to be revised. This can be seen from the achievement of performance targets each year. Achievements that meet the targets set in the Strategic Work Plan will uphold the Budget Implementation Document. Apart from that, the conditions mentioned above will cause a decline in the performance of several employees at the Aceh DPR Secretariat. This can be seen from the number of employees who ignore their primary duties and functions, as well as their responsibility to provide the best service to members of the Aceh DPR. Undoubtedly, carrying out duties as a member of the DPR requires various areas that can encourage people to do what they have to do. Therefore, further investigation is needed to determine whether motivation and facilities contribute to the decline in performance quality in the Aceh DPR. Trials must be carried out to determine exactly how the factors mentioned above influence the performance of the DPR in Aceh Province.

RESEARCH METHOD

To find out how training and motivation influence the performance of members of the House of Representatives, this research uses economics and human resource management science. This research uses explicit research to find and limit research so that it is relevant and can be studied (Zikmund, 2000). This verification study aims to test hypotheses to find out how variables relate. Performance is an intervening variable, and motivation and facilities are independent variables. SmartPLS software uses a partial least squares approach to process all variable data to analyze the structural equation model. This research involved members of the Aceh DPR. The study determined the sample size using a maximum likelihood estimation method of 81. This research gives each variable a score based on a five-option Likert scale. Scale SS (Strongly Agree) received a score of 5, S (Agree) received a score of 4, N (Neutral) received a score of 3, TS (Disagree) received a score of 2, and STS (Strongly Disagree) received a score of 1. Primary and Secondary Data is the type and source used in this research. Data collection methods through observation and questionnaires.

Validity and Reliability Test

Validity test

Construct validity is a type of validity test. Convergent validity and discriminant validity tests can be used to test the validity of indicator models or reflective dimensions. The results of the concurrent validity test show that the loading factor and AVE are sufficient, with a value of 0.50 to 0.60. On the other hand, the results of the discriminant validity test suggest that the AVE root value must be greater than 0.50 (Ghozali, 2018). The cross-loading value provided that the constructed value is more significant than 0.50 is evaluated to test the validity of the indicator model or formative dimensions. The VIF value can also be used for analysis. The VIF value outside the model with a score <5 indicates that the construct is valid or worthy of consideration for subsequent analysis.

Reliability Test

A reliable instrument is an instrument that produces the same data every time it measures the same object. One of the statistics most often used to evaluate the reliability of research instruments is the Cronbach's alpha coefficient. According to Sugiyono (2019), a questionnaire is considered reliable if the respondent's answers to statements are consistent occasionally. Composite reliability and Cronbach's alpha are two criteria that can be used to test the reliability of indicator models or reflective dimensions (Ghozali, 2018). The structure is declared reliable if Cronbach's alpha and composite reliability values are above 0.70. The average value of the outer weight is used to test the reliability of the indicator model or formative dimensions. If the average value of outer weight is above 0.70, then the indicator or dimension is considered reliable.

RESULT AND DISCUSSION

A description of variable indicators is needed to facilitate quantitative data analysis and conclude this research. The following are respondents' responses to the questions asked in the questionnaire. The answers were as follows: very dissatisfied or strongly disagree, (2) neither satisfied nor disagree, (3) neutral, (4) satisfied or agree, and (5) very satisfied or strongly agree.

A. Motivation

The percentage of respondents' answers is classified based on the respondent's score level and the number of answers selected from each motivational statement. The following table contains a description of motivation indicators.

Table 1. Description of Respondents' Perceptions Regarding Motivational Variables

No.	Questionnaire Statement	Number and Percentage of Respondents' Answers									
		Strongly agree		Agree		Neutral		Don't agree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
X11	In my opinion, the task of being a member is interesting to do	12	14.81	21	25.94	40	49.38	8	9.87	0	0.00
X12	In my opinion, this main assignment can make me learn new things and new skills	15	18.51	16	19.75	20	24.69	30	37.03	0	0.00
X13	This new task can be learned and can be carried out properly	16	19.75	15	18.51	30	37.03	20	24.69	0	0.00
X14	In my opinion, government leaders always provide encouragement and enthusiasm to work better	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
X15	In my work I always get support from other members	40	49.38	21	25.92	12	14.81	8	9.87	0	0.00

Based on the table above, the motivation variable is described by five indicators and the results of the People's Representative Council's answers to each indicator. In the first questionnaire, which discusses the task of being a member, it is interesting to carry out, 12 respondents stated that they strongly agree or the same as 14.81 %. Twenty-one respondents agreed, or equal to 25.94%. Forty respondents stated they were neutral, or the same as 49.38%. Eight respondents said they disagreed, or the same as 9.87%. There were no respondents who stated that they strongly disagreed. From this tabulation, 40.75% of respondents stated that being a member was enjoyable. Respondents who answered neutral were 49.38%. However, there were 9.87% of respondents who stated the opposite that they did not feel interesting in carrying out their duties as members.

In the second questionnaire, which discussed how this main task could make me learn new things and new skills, 15 respondents said they strongly agreed or the same as 18.51%. Sixteen respondents agreed, which is equal to 19.75%. Twenty respondents stated they were neutral, or the same as 24.69%. Thirty respondents disagreed, or the same as 37.03%. There were no respondents who stated that they strongly disagreed. From this tabulation, 38.26% of respondents stated that this primary assignment could make them learn new things and skills. Respondents who answered neutral were 24.69%. However, 37.03% of respondents stated that they did not have such abilities.

In the third questionnaire, which discussed that this new task could be learned and carried out properly, 16 respondents strongly agreed, or the same as 19.75%. Fifteen respondents agreed, or equal to 18.51%. Thirty respondents stated they were neutral, or the same as 37.03%. Twenty respondents said they disagreed, or the same as 24.69%. There were no respondents who stated that they strongly disagreed. From this tabulation, 28.26% of respondents stated that this new task could be learned and carried out correctly. Respondents who stated they were neutral were 37.03%. However, 24.69% of respondents stated that this new task could not be learned and carried out correctly.

In the fourth questionnaire, which discussed government leaders always providing encouragement and enthusiasm to work better, 8 respondents strongly agreed or equal to 9.87%. Twelve respondents agreed, which is equal to 14.81%. Twenty-one respondents stated they were neutral, or the same as 25.92%. Forty respondents disagreed, or the same as 49.38%. There were no respondents who stated they strongly disagreed. From this tabulation, 24.68% of respondents stated that government leaders always provide encouragement and enthusiasm to work better. Respondents who stated they were neutral were 25.92%. However, 49.38% of respondents stated that government leaders did not always provide encouragement and enthusiasm to work better.

In the fifth questionnaire, which discussed my work, I always received support from other members; 40 respondents strongly agreed or the same 49.38%. Twenty-one respondents agreed, or equal to 25.92%. Twelve respondents stated they were neutral, or the same as 14.81%. Eight respondents said they disagreed, or the same as 9.87%. There were no respondents who stated they strongly disagreed. From this tabulation, 75.3% of respondents stated that at work, they always received support from other members. Respondents who stated they were neutral were 14.81%. However, 9.87% of respondents stated that in their work, they did not always get support from other members.

B. Facility

Table 2. Description of Respondents' Perceptions Regarding Facility Variables

No.	Questionnaire Statement	Number and Percentage of Respondents' Answers									
		Strongly agree		Agree		Netral		Don't agree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
X21	I feel the salary given is appropriate	18	22.22	12	14.81	30	37.03	21	25.94	0	0.00
X22	I earn enough income to meet my and my family's daily needs	19	23.45	22	27.16	23	28.39	17	20.98	0	0.00
X23	I received good health facilities from the government	16	19.75	15	18.51	30	37.03	20	24.69	0	0.00
X24	I get facilities in the office that make me enthusiastic about working	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
X25	I am increasingly enthusiastic about the sports facilities provided to me	39	48.14	22	27.16	9	11.11	11	13.58	0	0.00

Based on the table above, the facility variable is described with six indicators and the results of the People's Representative Council's answers to each indicator. In the first questionnaire, which discussed whether the salary given was appropriate, 18 respondents strongly agreed or equal to 22.22%. Twelve respondents agreed, or equal to 14.81%. Thirty respondents stated they were neutral, or the same as 37.03%. Twenty-one respondents disagreed, or the same as 25.94%. There were no respondents who stated they strongly disagreed. From this tabulation, 37.03% of respondents felt the salary was appropriate. Respondents who answered neutral were 37.03%. However, 25.94% of respondents stated the opposite, that the salary given was not appropriate.

In the second questionnaire, which discussed obtaining sufficient income to meet my and my family's daily needs, 19 respondents said they strongly agreed or the same as 23.45%. Twenty-two respondents agreed, or the same as 27.16%. Twenty-three respondents stated they were neutral or the same as 28.39%. Seventeen respondents disagreed, or the same as 20.98%. There were no respondents who stated they strongly disagreed. From this tabulation, 50.61% of respondents stated that they earned enough income to meet the daily needs of me and my family. Respondents who answered neutral were 28.39%. However, 20.98% of respondents stated that they did not earn enough income to meet the daily needs of me and my family.

In the third questionnaire, which discussed getting good health facilities from the government, 16 respondents said they strongly agreed or the same as 19.75%. Fifteen respondents agreed, or equal to 18.51%. Thirty respondents stated they were neutral, or the same as 37.03%. Twenty respondents said they disagreed, or the same as 24.69%. There were no respondents who stated they strongly disagreed. According to this tabulation, 38.26% of respondents stated they received good health facilities from the government. Respondents who stated they were neutral were 37.03%. However, 24.69% of respondents stated that this new task was about something other than getting good health facilities from the government.

In the fourth questionnaire, which discussed getting facilities in the office that make me enthusiastic about working, 8 respondents strongly agreed or equal to 9.87%. Twelve respondents agreed, or equal to 14.81%. Twenty-one respondents stated they were neutral or the same as 25.92%. Forty respondents disagreed, or the same as 49.38%. There were no respondents who stated they strongly disagreed. From this tabulation, 24.68% of respondents stated that getting facilities at the office made them enthusiastic about working. Respondents who stated they were neutral were 25.92%. However, 49.38% of respondents stated that receiving facilities in the office made them less enthusiastic about working.

In the fifth questionnaire, which discussed how they were increasingly enthusiastic about the sports facilities provided to me, 39 respondents stated that they strongly agreed or the same as 48.14%. Twenty-two respondents agreed, or equal to 27.16%. Nine respondents stated they were neutral, or the same as 11.11%. 11 respondents said they disagreed, or 13.58%. There were no respondents who stated they strongly disagreed. From this tabulation, 75.3% of respondents stated they were increasingly enthusiastic about the sports facilities provided to them. Respondents who stated they were neutral were 11.11%. However, 13.58% of respondents stated that they were no longer enthusiastic about the sports facilities provided to them.

C. Performance (Y1)

The following table shows a description of performance indicators. The percentage of respondents' answers is classified based on the classification of score levels and the number of respondents selecting answers from each performance statement.

Table 3. Description of Respondents' Perceptions Regarding Performance Variables

No.	Questionnaire Statement	Jumlah dan Persentase Jawaban Responden									
		Strongly Agree		Agree		Neutral		Don't agree		Strongly Disagree	
		F	%	F	%	F	%	F	%	F	%
Y1 1	I am satisfied with the work I am currently doing	13	16.04	28	34.56	14	17.28	23	28.39	0	0.00
Y1 2	I adhere to the values that have been passed down by previous leaders	21	25.92	22	27.16	18	22.22	20	24.69	0	0.00
Y1 3	I feel moral values, ethics and commitment are an important part of work	16	19.75	15	18.51	30	37.03	20	24.69	0	0.00
Y1 4	I am ready to innovate very quickly when I start working	8	9.87	12	14.81	21	25.92	40	49.38	0	0.00
Y1 5	Bosses have always given direction to subordinates before carrying out tasks	23	23.89	27	33.33	12	14.81	19	23.45	0	0.00
Y1 6	Communication between members is well established in resolving existing problems	12	14.81	8	9.87	21	25.92	40	49.38	0	0.00

Based on the table above, the performance variable is described by six indicators and the results of the People's Representative Council's answers to each indicator. In the first questionnaire, which discussed mastering the tasks given, 13 respondents strongly agreed, or equal to 16.04%. Twenty-eight respondents agreed, which is equal to 34.56%. Fourteen respondents stated they were neutral, or the same as 17.28%. There were 23 respondents who said they disagreed, the same as 28.39%. There were no respondents who stated that they strongly disagreed. From this tabulation, 50.6% of respondents stated they were satisfied with their current work. Respondents who answered neutral were 17.28%. However, 28.39% of respondents wanted more from their current job.

In the second questionnaire, which discussed upholding the values previous leaders had handed down, 21 respondents stated that they strongly agreed or the same as 25.92%. Twenty-two respondents agreed, or equal to 27.16%. Eighteen respondents stated they were neutral or the same as 22.22%. Twenty respondents said they disagreed, or the same as 24.69%. There were no respondents who stated that they strongly disagreed. From this tabulation, 53.08% of respondents stated that they upheld the values previous leaders had handed down. Respondents who answered neutral were 22.22%. However, 24.69% of respondents stated the opposite, that they did not uphold the values the previous leadership had handed down.

In the third questionnaire, which discussed that they felt moral values, ethics, and commitment were an important part of work, 16 respondents said they strongly agreed or the same as 19.75%. Fifteen respondents agreed or equal to 18.51%. Thirty respondents stated they were neutral, or the same as 37.03%. Twenty respondents said they disagreed, or the same as 24.69%. There were no respondents who stated that they strongly disagreed. From this tabulation, 38.26% of respondents stated that they felt that moral values, ethics, and commitment were important in work. Respondents who stated they were neutral were 37.03%. However, 24.69% of respondents stated that moral values, ethics, and commitment were not essential to work.

In the fourth questionnaire, which discussed being ready to innovate very quickly when starting work, 8 respondents said they strongly agreed, or the same as 9.87%. Twelve respondents agreed, which is equal to 14.81%. Twenty-one respondents stated they were neutral, or the same as 25.92%. Forty respondents disagreed, or the same as 49.38%. There were no respondents who stated that they strongly disagreed. According to this tabulation, 24.68% of respondents stated they were ready to innovate quickly when they started working. Respondents who stated they were neutral were 25.92%. However, 49.38% of respondents stated that they needed more time to innovate when they started working.

In the fifth questionnaire, which discussed that superiors have always directed subordinates before their duties, 23 respondents stated that they strongly agreed or the same as 23.89%. Twenty-seven respondents agreed, or equal to 33.33%. Twelve respondents stated they were neutral, or the same as 14.81%. Nineteen respondents disagreed, or the same as 23.45%. There were no respondents who stated that they strongly disagreed. From this tabulation, 75.3% of respondents stated that their superiors had always directed their subordinates before carrying out their duties. Respondents who stated they were neutral were 14.81%. However, 23.45% of respondents stated that their superiors had yet to direct their subordinates before carrying out their duties.

In the sixth questionnaire, which discussed whether communication between members was well established in resolving existing problems, 12 respondents stated that they strongly agreed or the same as 14.81%. Eight respondents agreed, which is equal to 9.87%. Twenty-one respondents stated they were neutral or the same as 25.92%. Forty respondents disagreed, or the same as 49.38%. There were no respondents who stated that they strongly disagreed. According to this tabulation, 24.68% of respondents stated that communication between members was good for resolving existing problems. Respondents who stated they were neutral were

25.92%. However, 49.38% of respondents stated that communication between members could have been better in resolving existing problems.

SEM Test Results

Evaluation of Measurement Models (*Outer Model*)

This is a measurement model used to test the validity and reliability of the measurement model. The value of this test functions as a standard that must be met by a component so that it can be said that the test has validity and reliability for the data used. It is necessary to evaluate this measurement model to find out how significant the influence is between indicators and constructs or variables. The measurement model for latent variables in SEM PLS consists of two models: a reflective model and a formative model. In this research, the reflective model is used to carry out evaluations using convergent validity, discriminant validity, and composite reliability criteria. On the other hand, the formative model measures its indicators based on substantive content, namely comparing the amount of weight and its significance value. According to Ghazali (2018), structures with formative indicators cannot be analyzed using convergent validity and composite reliability. The variable literacy results show that one indicator does not meet the requirements. The validity requirement for the convergent construct validity test is that the factor loading of all reflective indicators must be more than 0.6. However, if there is an indicator whose factor loading is less than 0.6, it must be calculated again to create a valid model. The research results show that indicators X21 and X22 must be removed from the model and calculated again because their loading factor value is less than 0.6. The results show that all variables meet the validity requirements, with a loading factor value for all reflective indicators of more than 0.6. If each latent variable with reflective indicators has an AVE of more than 0.5, then the SEM PLS model meets the requirements for convergent validity. The AVE value of each latent variable is more than 0.5, as shown in Table 4 below.

Table 4. AVE Validity Test

Latent Variables	AVE
Motivation	0.603
Facility	0.607
Performance	0.627

Next, the construct reliability value was tested by looking at each latent variable's composite reliability value and Cronbach's alpha value. The model is considered reliable if the composite reliability value and Cronbach's alpha value for each latent variable are more than 0.7. The table shows that all latent constructs have good, accurate, and consistent reliability because they meet the requirements with the composite reliability value. Discriminant validity was tested after that. Ghazali (2018) states that the basic principle of testing is that the measures, or manifest variables, of different constructs should not be highly correlated. The average variance extracted (AVE) root value for each construct compared with the correlation between the construct and other constructs is an additional method for evaluating discriminant validity.

Structural Model Evaluation (*Inner Model*)

Inner or structural model testing is carried out to see the relationship between variables, significance values, and R-square of the research model. The structural model was evaluated using R-square for the dependent variable and t-test and the significance of the structural path parameter coefficients. The R-square value measures the level of variation in changes in the independent (exogenous) variable towards the dependent (endogenous) variable. Data from R-square estimation results can be obtained with a performance R-Square value of 0.915, meaning that motivation (X1) and facilities (X2) can explain performance (Y) of 91.5%. This indication shows that the variables mean that motivation and facilities are variables that are very important for performance. This indication shows that motivation and facility variables are significant variables for performance.

A. Pengaruh Langsung (*Direct Effect*)

In this research, direct influence testing is needed to determine the direct influence between exogenous variables and endogenous variables. The road coefficient obtained from SmartPLS testing shows direct influence results. The results can be seen here :

The first hypothesis states that motivation has a significant and influential effect on performance. Based on the calculation results, the influence of motivation on performance is significant, as indicated by the p-value (0.001) being smaller than (0.05). The original sample value of 0.293 indicates that the direction of the relationship between motivation and employee performance is positive, or the better the motivation, the more employee performance will increase by 0.293. Thus, H4 in this study, which states that motivation has a positive and significant effect on employee performance, is accepted. As Permanasari (2013) views, motivation significantly influences employee performance.

The third hypothesis states that facilities have no significant effect on performance. Based on the calculation results, the influence of failure on performance is significant, as indicated by the p-value (0.295), which is

more significant than (0.05). The original sample value of 0.095 indicates that the direction of the relationship between facilities and performance is not favorable, or the less influential the facilities are, the more job satisfaction decreases by 0.095. Thus, H₃ in this study, which states that facilities have no positive and significant effect on work stress, is accepted.

Discussion

The Effect of Motivation on Performance

Because high work motivation will improve performance, every company always hopes for highly motivated employees. Motivation encourages, channels, and supports human behavior, and it is essential (Hasibuan, 2005; Amin et al., 2021). Motivation is the drive that encourages someone to work together, work well, and integrate all their efforts to achieve satisfaction (Hasibuan, 2005). Highly enthusiastic employees will work according to applicable standards and according to set times, require little supervision, and strive to create a pleasant work environment. With increased motivation given to employees, their performance will increase. This study shows that motivation influences performance. Employee performance will increase if they are more motivated to carry out their duties and obligations. This research's results align with research conducted by Tardie and Umar (2022), who examined 355 workers who did WFH during the Covid-19 pandemic. The research found that workers' work motivation directly impacts their job satisfaction. Apart from that, Sudiardhita et al. (2018), Kumari et al. (2021), and Ekhsan (2019) found that employee job satisfaction is directly influenced by employee work motivation. Having the opportunity to be creative in this job is the trait that best speaks to my motivation. This suggests that employee performance improves because these jobs allow them to be creative in conveying ideas and demonstrating their skills. Therefore, motivation will be beneficial for improving performance.

The Effect of Facilities on Performance

The test results of the data above show that the facilities do not significantly influence the performance of the Aceh People's Representative Council. Apart from that, the available facilities do not encourage the Aceh People's Representative Council to perform its duties well. With the existing facilities, the Aceh People's Representative Council needs convenience and high work morale. This study differs from other research, which found that work facilities influence employee performance (Thomas et al., 2017; Syahranti, 2017; Hanifah & Purba, 2021). Apart from that, research by Sanjaya (2017) found that work facilities influence employee performance. Therefore, companies must provide pleasant facilities for their employees. This can include places of worship, medical insurance, means of transportation, salary support, old age security, and so on (Danim, 1995). So, if the government can provide these facilities, the Aceh People's Representative Council will not be able to improve its performance.

CONCLUSION

Based on the results of the tests carried out in the research, motivation has a positive and significant effect on the performance of members of the Aceh People's Representative Council. This is different from facilities considered to have no positive and significant effect on the performance of members of the Aceh People's Representative Council. So, in this research, paying attention to only motivation is essential. The aim is for members of the Aceh People's Representative Council to improve the quality of their work to achieve the planned targets. In contrast to facilities, members of the House of Representatives can support their work without facilities. This is because DPR members only need encouragement or motivation to work.

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