

Synergistic Effects of Compensation, Work Facilities, Skills, and Motivation on Employee Performance in Village Offices

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ABSTRACT

Submitted: **Purpose of the study** — *This research aims to find out: How big is the influence of Compensation, Work Facilities, Skills and Motivation on the Performance of Village Office Employees in Suranenggala District, Cirebon Regency, both partially and simultaneously. Research Place at Village Offices in Suranenggala District, Cirebon Regency.*

09-06, 2024

Accepted: **Research method**— *The population in this study was 111 Village Office Employees in Suranenggala District, Cirebon Regency, a sample of 53 people. The research design uses a quantitative approach, survey method, with data analysis techniques using Multiple Linear Regression analysis.*

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Published: **Result**— *The results of this research show: 1) There is a significant positive influence of partial compensation on the performance of Village Office employees in Suranenggala District, Cirebon Regency, 22%, the remaining 78% is influenced by other factors. 2) There is a significant positive influence of partial work facilities on the performance of Village Office employees in Suranenggala District, Cirebon Regency, amounting to 22.6%, the remaining 77.4% is influenced by other factors. 3) There is a significant positive influence of skills partially on the performance of Village Office employees in Suranenggala District, Cirebon Regency, amounting to 68.8%, the remaining 31.2% is influenced by other factors. 4) There is a significant positive influence of partial motivation on the performance of Village Office employees in Suranenggala District, Cirebon Regency, amounting to 31%, the remaining 69% is influenced by other factors. 5) There is a significant positive influence of compensation, work facilities, skills and motivation simultaneously on the performance of Village Office employees in Suranenggala District, Cirebon Regency, amounting to 99.9%. The remaining 1% is influenced by other factors.*

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Conclusion— *Overall, compensation, work facilities, skills, and motivation are interrelated and collectively contribute to employee performance. Effective management needs to consider all these factors to create a productive work environment and motivate employees to give their best.*

Keywords: Compensation, Work Facilities, Skills, Employee Performance Motivation.



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INTRODUCTION

The village government is the lowest level of government in our country's system. Village government serves a wide range of community needs, both individual and group, both private and institutional. Almost all matters fall under the purview of the village government, therefore, village officials are required to possess superior skills in serving the community. The village government is led by a village head, an elected position held every six years. Therefore, in carrying out his leadership, the village head has a vision and mission to achieve.

To run the government, the village head is assisted by several village officials, including the village secretary, village head, village head, hamlet head, and several staff. As an organization, the village government comprises a diverse range of human resources, with diverse educational and sociocultural backgrounds. These differences influence the behavior of these individuals in carrying out their daily work. A crucial factor in achieving high performance is the performance of its human resources, as this is one of the determining factors for success and progress in achieving goals. Performance is how organizations, teams, and individuals behave in completing their work.

In order to realize a clean and authoritative government, it is necessary to have clean, professional, capable, and accountable civil servants so that they can contribute to the implementation of good governance. Government apparatus must be made more professional, to improve its public service function. With professionalism, civil servants will be able to be self-confident because of their problem-solving abilities that always side with the interests of the people. Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 6 of 2022 concerning the Management of Civil Servant Performance, work behavior is any behavior, attitude, or action carried out by employees or not doing something that should be done in accordance with the provisions of laws and regulations.

Employee performance is a measure of an organization's human resources in achieving its stated goals. Therefore, the potential of high-performing human resources is crucial to organizational success. Optimal performance requires targeted human resource management through various policies that align the mutual interests of employees and the organization. Furthermore, employee performance will be enhanced if supported by individual employee awareness and commitment in carrying out their duties and responsibilities. Regarding village employee performance, the village government, as the smallest entity, is an extension of the central government and plays a strategic role in regulating rural communities to achieve government development. Village officials are required to demonstrate high performance to provide excellent service and contribute to community welfare, especially at the village level. As a strategic institution for the central government, the village government can carry out its responsibilities professionally, effectively, and efficiently, optimizing public services. However, village governments still face various challenges in carrying out their strategic role, necessitating evaluation.

The performance of every government organization is crucial for optimizing human resources and how they are managed. Achieving the organization's strategic goals and objectives requires competent, reliable, and visionary individuals or human resources. Recognizing the importance of the workforce for an organization, organizations must pay special attention to their employees. Organizations need to understand and understand the needs of employees, because employee living needs are one of the reasons why they work. If employee needs are met, they will feel satisfied, which will lead to an increase in overall performance.

One way to improve performance is through compensation. According to Opan Arifudin (2019), "compensation has a significant impact on employee performance." Achmad Fauzan (2022) in his article stated that "Compensation provided by companies to employees is an important factor in improving employee performance." This is in line with the research findings of Muhammad Kamil Hafidzi et al. (2023), which found that "compensation influences employee performance." Compensation is provided so that employees can fulfill all or part of their needs and desires. Compensation is a form of appreciation or remuneration for what employees have provided to the organization, so that within them, greater work enthusiasm arises and improves their performance. Compensation within an organization plays a crucial role because it is believed to be able to address various problems in the workplace. According to Hasibuan (2019), compensation is "All income in the form of money, goods, directly, or indirectly received by employees as compensation for services rendered to the organization/office." Government officials in Village Offices throughout Suranenggala District, Cirebon Regency receive compensation every 3 months or more. Village government officials also receive allowances from policies in accordance with village agreements, in addition to village official allowances, they are also given a policy to enter 5 (five) working days, namely Monday to Friday. This 5 (five) working day policy is a policy of the village level government in Suranenggala District with the intention that on Saturdays and Sundays village officials can rest or carry out other activities outside of work at the Village Office.

Compensation is indeed a motivator for employees. The greater the compensation provided to employees, the greater their efforts to improve their performance. Conversely, if compensation is lower, even below the legal average, employee performance will be lower because they will feel that the compensation, both financial and non-financial, is not commensurate with their contribution to the organization. In addition to compensation, employee performance can improve if work facilities are adequate. According to Faisal (2020): "Work facilities are one of the tools used by employees to facilitate their daily work." According to Jufrisen (2021), "work facilities have a positive and significant impact on employee performance." This is in line with the research findings of Annisa Sufiyanti (2021), work facilities (X1) have a positive and significant impact on employee performance.

Facilities have a significant impact on employee work processes. Moreover, if factors that can provide well-being or security are available, such as transportation facilities and facilities that support work activities, employees can be assured of working with enthusiasm,

being more productive, and efficiently carrying out their duties (Kingkin, Rosyid, & Arjanggi, 2019). In addition to compensation and work facilities, employee work skills must be continuously improved because they can improve performance. Work skills have significant benefits for individuals, companies, and society. According to Robbins (2020), who stated: "Skills are a person's capacity to carry out various tasks in a particular job." Work skills are the ability or proficiency to perform a task that can only be acquired through practice, either through training or experience. Having work skills in an employee automatically reflects excellent performance.

Another factor that needs to be implemented to improve performance is motivation. Motivation is a series of processes that energize a person's behavior and direct it toward achieving certain goals. In short, it encourages someone to do something that must be done voluntarily and with a good work attitude. Motivational activities are related to activities that provide encouragement, support, enthusiasm, and work inspiration to others to achieve greater achievements. Work motivation is a person's encouragement, inspiration, and efforts, both internal and external, to carry out activities voluntarily or sincerely, both physically and spiritually, to achieve organizational goals that have been formulated efficiently and effectively.

LITERATURE REVIEW AND HIPOTESYS DEVELOPMENT

A. LITERATURE REVIEW

Performance

An organization is formed to achieve a common goal, but achieving that goal effectively requires good and proper management. There are various opinions on the definition of performance, although their basic meanings are more or less the same. According to Wibowo (2020): "Performance is the implementation of a predetermined plan." Sulistiyan & Rosidah (2019) state that "A person's performance is a combination of ability, effort, and opportunity that can be assessed from their work results." Mangkunegara, in Yusuf (2018), defines performance as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them."

According to Sedarmayanti in Yusuf (2018), "Performance can also be defined as work achievement, work implementation, work accomplishment, or work results/performance/work appearance." Meanwhile, according to Sastrohadiwiryono (2019): "Performance is something achieved by an employee in carrying out the tasks and work assigned to them. In general, an employee's performance is influenced by, among other things, their skills, expertise, experience, and dedication.

Based on the opinions above, it can be concluded that employee performance is the result of all employee activities, assessed qualitatively and quantitatively based on standards, targets, or criteria set by the organization to achieve specific goals.

Work Facilities

Every participant has the right to receive health services that include promotive, preventive, curative, and rehabilitative services, including medication and consumable medical supplies according to their medical needs. According to Toriq in Tjiptono (2019), facilities are: "Anything that can facilitate efforts and expedite work in order to achieve a goal." According to Tjiptono (2019): "Facilities are physical resources that must be available before a service can be offered to consumers." Based on the above definition, it can be said that facilities are everything that makes it easier for patients to benefit from the services provided by the hospital.

To improve employee discipline, good work facilities are necessary. According to Faisal (2020): "Work facilities are one of the tools used by employees to facilitate the completion of daily work." Work facilities at each company will vary in form and type, depending on the type of business and its size. Facilities are defined as a factor supporting an employee's work in carrying out tasks assigned by a company. Good work facilities with appropriate tools support more conducive employee performance, thus making work more effective and efficient (Hasibuan, 2016).

Facilities are tangible and natural pleasures. In the workplace, facilities provided by companies are physical, used in normal company activities, and have a relatively permanent lifespan and provide future benefits. These facilities are provided as a form of non-cash compensation to employees that can be enjoyed individually or in groups (Mulyapradana and Hatta, 2020).

Facilities are a means to streamline and facilitate the implementation of work processes. They are individual components of an offering that can be easily increased or decreased without changing the quality and model of the service. Facilities are also a tool to differentiate one educational institution's program from another (Lupiyoadi and Hamdani 2019).

According to Asri et al., (2019): "Work facilities are the means provided by the organization to support the running of the organization in achieving the goals set by the control holder, the available work facilities will have a positive impact on employees in improving employee work performance. Furthermore, according to Alma (2019): "Facilities are physical equipment to provide convenience to users so that the needs of the users of these facilities can be met." Thus, it can be concluded that work facilities are a driver in helping employees work to be more productive and can increase employee work enthusiasm to achieve company goals.

Skills

Skills are fundamentally individual. Each individual will have a different skill level depending on their abilities and experience. Job skills have significant benefits for individuals, companies, and society. For individuals, job skills can improve their performance, thereby earning rewards commensurate with their accomplishments. According to Wahyudi (2022), this definition is the most accurate. According to Wahyudi (2022), "Skills are the ability or expertise to perform a task, acquired only through practice."

Another definition is provided by Robbins (2020), who states: "Skills are a person's capacity to perform various tasks in a particular job." Similarly, Tovey, M, as quoted in Irianto (2018), states: "Skills are not only related to a person's ability to perform something tangible. Beyond physical abilities, skills also refer to mental, manual, motor, perceptual, and even social abilities. Skills are task-related abilities that are possessed and used in dealing with technical and non-technical tasks (Rais and Saembodo, 2016).

Motivation

Motivation is essential for employees to improve and optimize their performance. With high motivation, employee performance will improve, and the organization will more easily achieve its goals. Motivating means encouraging or spurring employees to strive to achieve organizational goals and fulfill their own needs. Motivational activities relate to activities that provide encouragement, support, enthusiasm, and inspiration to others to achieve greater performance. Pamela & Oloko (2020): "Motivation is the key to a successful organization, maintaining the continuity of work within the organization through strong means and support for its survival."

Motivation is providing the right guidance or direction, resources and rewards so that they are inspired and interested in working in the way you want". Sastrohadiwiryono (2020): "Motivation is the process of arousing behavior, maintaining behavioral progress, and channeling specific action behavior. Thus, motives (needs, desires) encourage employees to act". Thus the conclusion is that work motivation is a drive of enthusiasm, inspiration and efforts of a person, both internal and external to carry out activities voluntarily or sincerely, both physically and spiritually to achieve organizational goals that have been formulated efficiently and effectively.

B. HYPOTHESIS DEVELOPMENT

The Relationship between Compensation and Employee Performance

According to Adams' Equity Theory, employees not only evaluate the amount of compensation they receive but also compare it with colleagues or industry standards. If they perceive their compensation as unfair or disproportionate to their performance, this can decrease their motivation and performance. Perceptions of fairness in compensation significantly influence motivation levels and work outcomes. The relationship between compensation and employee performance is positive, especially when compensation aligns with employee expectations, aligns with performance, and takes fairness into account. Good and fair compensation can increase motivation, job satisfaction, loyalty, and productivity, which ultimately have a positive impact on organizational performance. Based on this description, the first hypothesis of this study is as follows:

H1: There is a significant, partial, positive effect of compensation on employee performance in Village Offices throughout Suranenggala District, Cirebon Regency.

The Relationship between Facilities and Employee Performance

Adequate facilities, such as a comfortable workspace, state-of-the-art technology, and adequate work tools, significantly impact employee work efficiency. A comfortable work environment allows employees to focus better, reduces distractions, and enables them to work more productively. The physical environment and facilities in the workplace also impact the psychological and emotional well-being of employees. A well-organized workspace, a clean environment, and supporting facilities such as recreation areas or green areas can create a more positive atmosphere. This reduces stress and fatigue, which directly impacts employee performance and creativity. Based on this description, the second hypothesis proposed in this study is as follows:

H2: There is a significant, partial, positive effect of facilities on employee performance in Village Offices throughout Suranenggala District, Cirebon Regency.

Relationship between Skills and Employee Performance

Employee skills play a crucial role in influencing their performance in the workplace. Skills are a combination of knowledge, abilities, and competencies needed to perform tasks effectively. High skills enable employees to work more efficiently, productively, and innovatively, which ultimately has a positive impact on overall organizational performance. Relevant skills enable employees to complete tasks more quickly and accurately. Employees with adequate technical and functional skills can better address workplace challenges, reduce errors, and improve performance. Based on this description, the third hypothesis of this study is as follows:

H3: There is a significant, partial, positive effect of skills on the performance of Village Office employees in Suranenggala District, Cirebon Regency.

Relationship between Motivation and Employee Performance

Motivation is a key factor influencing employee performance in the workplace. The relationship between motivation and employee performance is very close because motivation drives employees to work better, be more productive, and be more innovative. Strong motivation makes employees more driven to deliver their best performance in their work. Motivated employees tend to have a positive attitude, strive to meet or even exceed given targets, and are committed to their work. For example, when employees feel motivated by financial (such as bonuses) or non-financial (such as recognition) rewards, they are more likely to improve their performance to achieve those rewards. Based on this description, the fourth hypothesis of this study is as follows:

H4: There is a significant, partial, positive effect of motivation on the performance of Village Office employees in Suranenggala District, Cirebon Regency.

The Relationship between Compensation, Facilities, Skills, and Motivation on Employee Performance

Compensation is a crucial external motivational factor in improving employee performance. Fair compensation, whether in the form of salary, bonuses, allowances, or incentives, provides commensurate rewards for employee effort and increases their motivation to work harder. Employees who perceive their compensation as commensurate with the work they do tend to perform better. Adequate workplace facilities, such as a comfortable workspace, supportive technology, and a safe work environment, play a significant role in supporting employee performance. Good facilities not only improve work efficiency but also the overall well-being of employees, which impacts their satisfaction and productivity. Employee skills are a key factor in determining their effectiveness in completing tasks. Employees with relevant and up-to-date skills tend to work faster, more accurately, and more innovatively. Motivation is a crucial factor that drives employees to work harder and achieve targets. Motivation can stem from intrinsic factors (such as job satisfaction) or extrinsic factors (such as rewards and recognition). Based on this description, the fifth hypothesis of this study is as follows:

H5: There is a significant positive influence of compensation, work facilities, skills and motivation simultaneously on the performance of Village Office employees in Suranenggala District, Cirebon Regency.

METHOD

This research was conducted at nine village offices in Surananggela District, Cirebon Regency. The research is scheduled to be completed in approximately five months, from March 2024 to July 2024. This research used a quantitative approach. Quantitative data is data that can be directly measured and calculated, regarding information or explanations in the form of numbers or statistics (Kuncoro, 2021). This research used a survey method. Surveys are used to solve large-scale, current issues with very large populations, requiring large sample sizes. In survey research, information is collected from respondents using questionnaires. Generally, the definition of a survey is limited to the definition of a sample survey, where information is collected from a portion of the population (a sample) to represent the entire population (Singarimbun, 2017).

The population in this study were village office employees throughout Surananggela District, Cirebon Regency. In this study, the author determined the sample size using the Slovin formula. The sample in this study was 53 village office employees throughout Suryananggela District. The data used in this study is quantitative. The data used in this study consists of primary and secondary data. Data collection techniques used questionnaires and documentation. Data analysis techniques used instrument testing, multiple linear regression analysis, determination testing, and hypothesis testing.

RESULTS AND DISCUSSION

A. RESULTS

Regression Analysis Test Results

The results of the hypothesis testing are as follows:

Table 1. Hypothesis Test (t) of variable X against Y

Variables	Unstandardized Coefficients	t	Sig.
	B		
Compensation	0,220	6,054	0,000
Work Facilities	-0,226	-6,058	0,000
Skills	0,688	17,359	0,000
Motivation	0,310	8,098	0,000
a. Dependent Variable: Performance			

Based on the table above, the regression equation is used to determine the constant value and test the significance of the regression coefficient hypothesis. The regression equation is as follows:

$$Y = 1.270 - 0.220X_1 + (-0.226)X_2 + 0.688X_3 + 0.310X_4$$

This equation states that every increase in X1, X2, X3, and X4 by 1 will increase Y by 0.220, 0.226, 0.688, and 0.310, respectively. This means that every increase in Compensation, Work Facilities, Skills, and Motivation by 1 will increase Employee Performance by 0.220, 0.226, 0.688, and 0.310, respectively.

Meanwhile, to test the significance (measured from the level of significance), from table 4.11, the significance of the Compensation variable is 0.000, which means it is significant and accepts the hypothesis stating that there is a significant positive influence of compensation partially on the performance of Village Office employees in Suranenggala District, Cirebon Regency. The Work Facilities variable is 0.000 smaller than 0.05, so the hypothesis is accepted or there is a significant positive influence of work facilities partially on the performance of Village Office employees in Suranenggala District, Cirebon Regency. The Skills variable is 0.000 smaller than 0.05, so the hypothesis is accepted or there is a significant positive influence of skills partially on the performance of Village Office employees in Suranenggala District, Cirebon Regency. The Motivation variable is 0.000 smaller than 0.05, so the hypothesis is accepted or there is a significant positive influence of motivation partially on the performance of Village Office employees in Suranenggala District, Cirebon Regency.

Determination Test Results

The results of the determination coefficient calculation are shown in the table below:

Table 2. Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	of Durbin-Watson
1	1.000a	.999	.999	.15923	1.853
a. Predictors: (Constant), Motivation, Work Facilities, Compensation, Skills					
b. Dependent Variable: PERFORMANCE					

From table 2 above, it can be seen that the Adjusted R Square is 0.999, this means that 99.9% of Employee Performance is influenced by Compensation, Work Facilities, Skills and Motivation, while the remaining 0.1% is influenced by other factors.

A. DISCUSSION

The Effect of Compensation on Employee Performance

Partial testing of the effect of compensation on employee performance revealed that compensation can predict employee performance. A significance value of $0.000 < 0.05$ indicates a significant distribution, while the calculated t-value of $6.054 > t\text{-table } 2.009$ is significant. This means, "There is a significant, partial positive effect of compensation on the performance of Village Office employees in Suranenggala District, Cirebon Regency. The positive effect of compensation on employee performance is 22%, with the remaining 78% influenced by other factors."

This is in line with the results of research conducted by Asmayana (2018), which found that compensation has a positive effect on employee performance at the Makassar City Trade Office. Similar research conducted by Warsidi (2014) also found that compensation influences employee performance. The above research results demonstrate that compensation has a positive effect on improving employee performance. Employees naturally aim to receive rewards for their work. Compensation itself is defined as a form of reward given to workers, in this case employees. Compensation can take the form of allowances, incentives, or wages. Compensation does not have to be monetary; it can also be in the form of goods or services.

Compensation is also closely related to employee job satisfaction. Job satisfaction can be defined as the emotional attitude that develops in a worker or employee towards their job, characterized by a sense of enjoyment and love for their work. Loving their work will maintain quality, thus... Improve worker or employee performance.

Appropriate compensation will improve employee performance, and companies can retain their human resources through compensation. Employees can meet their daily needs with a relatively adequate income, and better compensation means more comfort in carrying out their duties. (Halimah: 2016).

The good compensation at the Village Offices in Suranenggala District, Cirebon Regency, is indicated by the high score on question number 2, the Job Type indicator, indicating that employees feel their salary is commensurate with their work.

Meanwhile, the weaknesses in compensation at the Village Offices in Suranenggala District, Cirebon Regency, are indicated by questionnaire item number 5, the Job Responsibility indicator, which indicates that not all employees feel their compensation is commensurate with the extent of their responsibilities.

The Effect of Work Facilities on Employee Performance

Partial testing of the effect of work facilities on employee performance revealed that work facilities positively predict employee performance. A significance value of $0.000 < 0.05$ indicates significant, while the calculated t-value of $6.058 > 2.009$ indicates significant. Therefore, the hypothesis is accepted: "There is a significant positive partial effect of work facilities on employee performance in Village Offices throughout Suranenggala District, Cirebon Regency." The positive effect of work facilities on employee performance was 22.6%, with the remaining 77.4% influenced by other factors.

Referring to the research hypothesis, which states, "There is a significant positive partial effect of work facilities on employee performance in Village Offices throughout Suranenggala District, Cirebon Regency," this implies that employee performance can be improved through work facilities.

This is in line with the research conducted by Nurul Jihan Pratiwi (2019), which found a positive and significant influence of the use of work facilities on employee performance at the Secretariat of the Regional Financial Management Agency of South Sulawesi Province, amounting to 17.00%, with a moderate level of influence. Research conducted by Rizaldy Dunggio (2019) found that office facilities significantly influenced employee performance at PT. Bank Mandiri (Persero) Tbk. in the Manado area. Work facilities are a form of service provided to employees to support their work. Providing complete work facilities is also considered a motivator. An office must have a variety of complete work facilities, such as office buildings, computers, desks, chairs, cabinets, and other supporting facilities, such as official vehicles.

Facilities are crucial for employee work processes. Furthermore, if factors that contribute to well-being or security are available, such as transportation and supporting facilities, employees can be assured of working with enthusiasm, greater productivity, and greater efficiency in carrying out their duties (Kingkin, Rosyid, & Arjanggal, 2019).

Respondents' responses indicated that the village office facilities in Suranenggala District, Cirebon Regency, were considered adequate, as indicated by the highest score in questionnaire item 1, "According to needs," indicating that the facilities provided are used by employees according to their duties. Meanwhile, the weaknesses in the village office facilities in Suranenggala District, Cirebon Regency, were reflected in item 9, "Placement is arranged properly," indicating that not all facilities were placed in the appropriate locations.

The Influence of Skills on Employee Performance

Partial testing of the influence of the Skills variable on Employee Performance revealed that Skills positively predict Employee Performance. A significance value of $0.000 < 0.05$ indicates significant, while the t-test of $17.359 > \text{the t-table of } 2.009$ indicates significant. Therefore, the hypothesis is accepted: "There is a significant positive partial influence of skills on the performance of Village Office employees in Suranenggala District, Cirebon Regency." The positive influence of Skills on Employee Performance was 68.8%, with the remaining 31.2% being influenced by other factors.

Referring to the research hypothesis, which states, "There is a significant positive partial influence of skills on the performance of Village Office employees in Suranenggala District, Cirebon Regency," this means that improving Employee Performance can be achieved through Skills.

This is in line with the results of Welinus Halawa's research that work skills influence employee performance. Research conducted by Sofyang (2017) found that work skills positively influence employee performance. Neni Marlina (2018) found that skills influence employee performance at PT. Bank Sumsel Syariah Palembang. The correlation coefficient was 0.448, or 44.8%. Therefore, the influence of skills on employee performance was 44.8%. This was further influenced by other factors not examined in this study.

Kamil stated that individual skills influence their performance in completing tasks.39 Therefore, skills are important for employees because high levels of skill can also influence high performance. Job skills have significant benefits for individuals, companies, and society. According to Robbins (2020), "Skills are a person's capacity to carry out various tasks in a particular job."

Job skills are specific abilities or expertise required to execute specific tasks or jobs effectively and efficiently. Job skills can be divided into two categories: technical skills, or hard skills, and interpersonal skills, or soft skills. The respondents' responses indicated that the village office employees in Suranenggala District, Cirebon Regency, had good skills, as indicated by the highest score in questionnaire item 7, the interpersonal skills indicator, indicating that employees could express their opinions clearly. Meanwhile, the weaknesses in the village office employees' skills in Suranenggala District, Cirebon Regency, were reflected in item 10, the problem-solving indicator, indicating that not all employees were able to choose effective solutions when facing work problems.

The Influence of Motivation on Employee Performance

Partial testing of the influence of the motivation variable on employee performance revealed that motivation positively predicts employee performance. A significance value of $0.000 < 0.05$ indicates significant, while the calculated t-value of $8.098 > 2.009$ indicates significant. Therefore, the hypothesis is accepted: "There is a significant positive partial influence of motivation on the performance of Village Office employees in Suranenggala

District, Cirebon Regency." The positive influence of motivation on employee performance was 31%, with the remaining 69% influenced by other factors.

Referring to the research hypothesis, which states "There is a significant positive partial influence of motivation on the performance of Village Office employees in Suranenggala District, Cirebon Regency," this means that employee performance can be improved through motivation.

In line with the results of Putri Novrita's (2021) research, work motivation has a positive effect on employee performance, with the relationship being categorized as very strong. Destin Alfianika Maharani (2023) simultaneously found that motivation, proxied by existence, relatedness, and growth, had a positive but insignificant effect on employee performance. Partially, motivation, proxied by existence, relatedness, and growth, had a positive but insignificant effect on employee performance. Motivation can influence performance, as evidenced by Mangkunegara (2021): "Motivation is a condition that drives employees toward achieving organizational goals. In this case, there is a positive relationship between achievement motives and performance."

Work motivation is a stimulus or incentive for each employee to work and carry out their duties. With good motivation, employees will feel happy and enthusiastic about their work, resulting in significant development and growth within the organization. There are two types of work motivation: positive and negative. One of the determinants of success in achieving company goals is providing work motivation to employees to improve their performance. The purpose of motivation describes an effective and efficient individual.

The motivation of Village Office employees throughout Suranenggala District, Cirebon Regency, is already good, as shown by the highest score in questionnaire number 7, the Engagement Development indicator, which indicates that employees participate in work-related training. Meanwhile, the weakness in the skills of Village Office employees throughout Suranenggala District, Cirebon Regency, is shown in item number 10, the Opportunity indicator, which indicates that not all employees have had the opportunity to advance their careers.

The Effect of Compensation, Work Facilities, Skills, and Motivation on Employee Performance

Concurrent testing: Based on the ANOVA (F-test) results, the F-count was 17,411.975 with a significance level of 0.000. This indicates that the variables Compensation, Work Facilities, Skills, and Motivation simultaneously influence Employee Performance. The F-test results showed a p-value of $0.000 < 0.05$, indicating significant significance. Therefore, the previously formulated hypothesis, which states, "There is a significant positive effect of compensation, work facilities, skills, and motivation simultaneously on the performance of Village Office employees in Suranenggala District, Cirebon Regency, is accepted." The simultaneous influence of Compensation, Work Facilities, Skills, and Motivation on Employee Performance was 99.9%. The remaining 1% was influenced by other factors.

Referring to the research hypothesis which states that "There is a significant positive influence of compensation, work facilities, skills and motivation simultaneously on the

performance of Village Office employees in Suranenggala District, Cirebon Regency", this means that improving employee performance can be done with compensation, work facilities, skills and motivation.

CONCLUSION

Based on the results of the analysis and discussion that have been presented previously, the following conclusions can be drawn: 1). There is a significant positive effect of partial compensation on the performance of Village Office employees in Suranenggala District, Cirebon Regency by 22%, the remaining 78% is influenced by other factors. 2). There is a significant positive effect of partial work facilities on the performance of Village Office employees in Suranenggala District, Cirebon Regency by 22.6%, the remaining 77.4% is influenced by other factors. 3). There is a significant positive effect of partial skills on the performance of Village Office employees in Suranenggala District, Cirebon Regency by 68.8%, the remaining 31.2% is influenced by other factors. 4). There is a significant positive effect of partial motivation on the performance of Village Office employees in Suranenggala District, Cirebon Regency by 31%, the remaining 69% is influenced by other factors. 5). There is a significant positive influence of compensation, work facilities, skills, and motivation simultaneously on the performance of village office employees in Suranenggala District, Cirebon Regency, amounting to 99.9%. The remaining 1% is influenced by other factors.

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