

## **The Effect of Completeness of Facilities, Quality of Human Resources, and Work Environment Conditions on the Performance of Employees of the Indonesian National Sports Committee of West Papua Province**

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### **Abstrak**

This study aimed to analyze the effect of the completeness of facilities, quality of human resources, and work environment conditions on the performance of employees of the Indonesian National Sports Committee of West Papua Province. A quantitative approach with survey techniques was used. Data were collected through questionnaires distributed to 50 KONI West Papua employees selected using purposive sampling. Multiple linear regression analysis identified the effect of independent variables on the dependent variable. The results revealed that the completeness of facilities, quality of human resources, and work environment conditions collectively and individually significantly influenced employee performance. Among the three variables, the quality of human resources had the most dominant influence on improving performance. This study recommends enhancing work facilities, implementing training programs for competency development, and improving work environment conditions to optimize employee performance.

**Keywords:** facilities, human resources, work environment, performance, KONI West Papua

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### **INTRODUCTION**

Employee performance is crucial in achieving organizational goals, particularly for institutions such as the Indonesian National Sports Committee of West Papua Province, which plays a strategic role in fostering sports development. Employee performance is influenced by multiple factors, including the availability of facilities, the quality of human resources, and the conditions of the work environment. These factors collectively determine the efficiency and effectiveness of tasks, ultimately contributing to the organization's overall success (2005).

The completeness of facilities is fundamental in providing employees with the tools and resources necessary to perform their duties effectively (Goldsmith, 2012). Insufficient or outdated facilities can hinder productivity, while well-maintained and modern resources can enhance job satisfaction and efficiency. Similarly, the quality of

human resources, encompassing skills, knowledge, and attitudes, is pivotal for driving organizational progress ([Kamble & Wankhade, 2017](#)). Employees with adequate competence and professionalism are more likely to achieve high levels of performance and innovation.

Additionally, the work environment, both physical and psychological, plays a significant role in shaping employee morale and productivity. A conducive work environment ensures physical comfort, fosters collaboration, and reduces workplace stress, thereby enhancing overall performance ([Aisyah et al., 2020](#)). Previous studies have highlighted the importance of these factors individually; however, their combined impact on employee performance in the context of KONI West Papua Province remains unexplored. This study aims to fill this gap by examining the influence of facility completeness, human resource quality, and work environment conditions on employee performance. The findings are expected to provide insights for policymakers and organizational leaders to implement strategies that optimize employee performance and outcomes, improving organizational efficiency and effectiveness.

The work environment, encompassing both physical and psychological dimensions, further shapes employee performance. A conducive work environment ensures physical comfort, such as adequate lighting, ergonomic furniture, and a clean workspace, which reduces physical strain and increases focus. Equally important are psychological factors, such as organizational culture, teamwork, and interpersonal relationships, which significantly affect morale, motivation, and collaboration. A positive work environment fosters a sense of belonging and reduces stress, thereby enhancing overall productivity. For an organization like KONI, where teamwork and coordination are critical, the creation of a supportive and harmonious workplace is essential for sustaining high performance.

Although previous studies have extensively examined the individual impacts of facilities, human resources, and work environment conditions on employee performance, their combined influence remains less understood, particularly in the context of KONI West Papua Province. The intersection of these factors could reveal valuable insights into the interplay between resources, employee capacity, and workplace dynamics, providing a more comprehensive understanding of performance determinants. This study seeks to address this gap by investigating how the completeness of facilities, the quality of human resources, and work environment conditions collectively influence employee performance at KONI.

The findings of this study are anticipated to offer practical implications for policymakers, organizational leaders, and stakeholders within KONI and similar institutions. By identifying the relative impact of these factors, this research aims to inform strategies for optimizing employee performance through targeted interventions. These insights can guide decision-making processes related to resource allocation, workforce development, and environmental improvements, ultimately enhancing the effectiveness and sustainability of organizational operations. Through this study, a clearer pathway to achieving organizational excellence in sports management and development is expected to emerge.

## **METHODOLOGY**

This study employed a quantitative research approach to examine the effect of the completeness of facilities, the quality of human resources, and work environment conditions on the performance of employees at the Indonesian National Sports Committee of West Papua Province. The research design involved a survey method, utilizing structured questionnaires to collect primary data from respondents.

The study population included all employees of KONI West Papua Province. Using purposive sampling, 50 employees were selected as respondents based on their roles and responsibilities within the organization, ensuring they represented various workforce levels. A structured questionnaire was designed to measure four key variables: completeness of facilities, quality of human resources, work environment conditions, and employee performance. Facility completeness was assessed through indicators such as availability, functionality, and adequacy of work-related resources. Factors like education level, skillsets, and professional experience measured the quality of human resources. Work environment conditions were evaluated based on physical and psychological aspects, including workspace comfort, organizational culture, and interpersonal relationships. Employee performance was measured through productivity, quality of work, and achievement of organizational goals. All questionnaire items were rated on a Likert scale from 1 to 5.

The collected data were analyzed using multiple linear regression to determine the individual and collective influence of the independent variables on the dependent variable. The analysis, conducted using statistical software, included several steps. Descriptive statistics summarized respondent demographics and critical variables. Validity and reliability tests ensured questionnaire accuracy and consistency. Classical assumption tests validated the regression model, including normality, multicollinearity, and heteroscedasticity. Finally, hypothesis testing using t-tests and F-tests determined the significance of individual and combined effects, with a significance level of 0.05. This methodological approach ensures a robust analysis of the factors influencing employee performance at KONI West Papua Province and provides actionable insights for improving organizational effectiveness.

## **RESULTS**

The findings of this study reveal comprehensive insights into the relationship between the completeness of facilities, the quality of human resources, and work environment conditions on the performance of employees at the Indonesian National Sports Committee (KONI) of West Papua Province. The analysis highlights these factors' individual and collective influence, providing a detailed understanding of their impact on employee performance.

Descriptive statistics indicate that most employees perceive the completeness of facilities as moderately adequate, with an average score of 3.6 on a 5-point scale. This suggests that while the existing facilities support basic operational needs, there is room for improvement to enhance employee productivity and satisfaction. Employees rated the quality of human resources relatively high, with an average score of 4.1, reflecting a solid presence of skilled and knowledgeable personnel within the organization. This high rating demonstrates the importance of competent human resources in driving organizational goals. Similarly, the work environment conditions received a favorable mean score of 3.9, indicating that employees generally view their workplace's physical and psychological aspects as supportive and conducive to their tasks. Employee

performance, measured as the dependent variable, achieved an overall mean score of 4.0, suggesting a generally high level of productivity, work quality, and alignment with organizational objectives among employees.

The multiple linear regression analysis results further underscore these factors' importance. All three independent variables—completeness of facilities, quality of human resources, and work environment conditions—significantly positively affected employee performance, individually and collectively. The regression model explained a substantial proportion of the variance in employee performance, with an R-squared value of 0.78, indicating that 78% of the variation in performance can be attributed to the combined influence of these factors.

Among the independent variables, the quality of human resources emerged as the most influential predictor of employee performance, with a standardized beta coefficient of 0.45. This finding highlights the critical role of employee competencies, skills, and professional expertise in enhancing organizational productivity and achieving performance targets. Employees with higher training, knowledge, and abilities are likelier to perform their tasks efficiently and contribute to the organization's overall success.

Work environment conditions ranked the second most impactful factor, with a beta coefficient of 0.35. This underscores the significance of a supportive and conducive work environment in fostering employee well-being and collaboration. Factors such as adequate workspace, positive organizational culture, and harmonious interpersonal relationships reduce stress levels, increase job satisfaction, and improve performance outcomes.

While still significant, the completeness of facilities had a relatively smaller beta coefficient of 0.28. Although its impact was less pronounced than the other variables, adequate and functional resources remain essential for enabling employees to carry out their tasks effectively. A lack of necessary tools and equipment can impede productivity and hinder organizational performance.

Hypothesis testing confirmed the statistical significance of the individual and collective effects of the independent variables on employee performance. The t-tests demonstrated that each variable had a significant impact, with p-values well below the threshold of 0.05. Furthermore, the F-test supported the model's overall validity, indicating a robust collective influence of completeness of facilities, quality of human resources, and work environment conditions on employee performance.

The results emphasize the importance of adopting a multidimensional approach to enhance employee performance at KONI West Papua Province. Investing in the development of human resources through training and capacity-building programs should be prioritized, as it has the most significant impact on performance. Simultaneously, efforts to improve workplace conditions and upgrade facilities should be undertaken to create a more conducive and efficient work environment. These findings offer valuable insights for organizational leaders and policymakers, highlighting the need for strategic planning and targeted interventions to optimize employee performance and achieve organizational objectives effectively. Improving workplace conditions and upgrading.

## **DISCUSSION**

The findings of this study provide important insights into the factors influencing employee performance at the Indonesian National Sports Committee (KONI) of West Papua Province. The results affirm the significant contributions of completeness of facilities, quality of human resources, and work environment conditions to optimizing employee performance. This discussion explores these findings in the context of existing literature and practical implications.

The quality of human resources emerged as the most influential factor impacting employee performance ([Faradonbeh et al., 2014](#)). This aligns with previous studies emphasizing that well-trained and competent employees are critical for achieving organizational goals. High-quality human resources possess the necessary skills and knowledge and demonstrate adaptability and innovation in addressing challenges ([Goyal et al., 2018](#)). The findings suggest that continuous investment in human resource development through training programs, workshops, and professional certifications can significantly enhance employee productivity and contribute to long-term organizational success.

Work environment conditions were the second most impactful factor on employee performance ([Jeki & Sulastri, 2019](#)) ([Llego, 2013](#)) ([Ahmed, 2020](#)) ([Liu et al., 2007](#)). A conducive work environment, characterized by comfortable physical spaces, supportive interpersonal relationships, and a positive organizational culture, fosters employee motivation and satisfaction. This finding resonates with workplace psychology theories that highlight the role of environmental factors in reducing stress and promoting collaboration. The results suggest that organizations like KONI should prioritize creating a supportive work culture, addressing physical limitations, and promoting open communication among employees to maintain a high-performance work environment.

While the completeness of facilities was the least influential of the three variables, it still played a significant role in employee performance. Adequate facilities ensure employees have the tools and resources to perform their duties effectively ([Groen et al., 2019](#)) ([Kahya, 2007](#)). The relatively lower impact of this variable may be attributed to employees adapting to existing facilities or prioritizing their competencies and environment over physical resources. Organizations must not overlook the importance of upgrading and maintaining facilities, as they are fundamental to operational efficiency.

Collectively, the three factors accounted for 78% of the variance in employee performance, underscoring their combined importance. This high explanatory power suggests holistically addressing these factors can significantly improve performance outcomes. The findings also align with the resource-based view of organizational performance, which posits that a combination of human, physical, and environmental resources drives competitive advantage.

From a practical perspective, the findings provide actionable recommendations for KONI West Papua Province. First, efforts should enhance human resource quality by offering targeted training and career development opportunities. Second, improving the work environment, both physically and culturally, can boost employee morale and productivity. This may involve redesigning workspaces, promoting teamwork, and fostering a culture of recognition and inclusivity. Third, upgrading facilities to meet modern standards will support employees in achieving their performance goals more efficiently.

The study's limitations should also be acknowledged. The research focused solely on KONI West Papua Province, which may limit the generalizability of the findings to other organizations or regions. Additionally, using self-reported data introduces potential biases, such as social desirability bias, where respondents may have overstated their performance or satisfaction levels. Future research could address these limitations by including multiple organizations, employing mixed-method approaches, and exploring other factors influencing performance, such as leadership style or organizational policies ([Andrews et al., 2011](#))([Performance Management: A Practical Guide, 2023](#))([Im & Lee, 2011](#)).

In conclusion, the study highlights the critical roles of human resources, work environment, and facilities in shaping employee performance. By adopting a balanced and integrated approach to addressing these factors, KONI West Papua Province can optimize its workforce's potential and achieve its organizational objectives. These findings provide a robust foundation for further research and practical strategies to enhance employee performance in similar organizational contexts.

## CONCLUSION

This study examined the influence of the completeness of facilities, the quality of human resources, and work environment conditions on the performance of employees at the Indonesian National Sports Committee (KONI) of West Papua Province. The findings reveal that all three factors significantly and positively contribute to employee performance, individually and collectively, with human resource quality emerging as the most influential variable.

The results underscore the pivotal role of skilled and competent employees in driving organizational success. Investments in human resource development, such as training and professional development programs, are critical for enhancing individual and organizational performance. Similarly, work environment conditions, including physical comfort and a supportive organizational culture, play a substantial role in fostering motivation, collaboration, and overall productivity. While the completeness of facilities was found to have a relatively minor impact than the other variables, its significance cannot be overlooked, as adequate tools and resources are essential for efficient task execution. The study highlights the importance of a holistic approach to improving employee performance by addressing these interconnected factors. Organizations like KONI West Papua Province can optimize performance outcomes by enhancing the quality of their human resources, creating a conducive work environment, and ensuring the adequacy of facilities.

Despite its contributions, this study is not without limitations. The research was limited to KONI West Papua Province, potentially restricting the generalizability of the findings to other contexts. Future studies could expand the scope to include comparative analyses across different organizations or regions and explore additional variables, such as leadership styles and organizational policies, to understand better the factors influencing employee performance.

In conclusion, this study's findings provide valuable insights for organizational leaders and policymakers. By prioritizing human resource development, fostering a supportive work environment, and addressing facility needs, organizations can achieve sustainable improvements in employee performance and, ultimately,

organizational effectiveness. These results are a foundation for practical interventions and future research to optimize workforce potential in similar settings.

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