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The Effectiveness of Facilities and Infrastructure Management in Improving Employee Performance at the Human Resources Development Agency of Southeast Sulawesi Province

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Abstract: This study aims to analyze (1) The performance of employees of the Human Resources Development Agency of Prov. Southeast Sulawesi; (2) The effectiveness of the management of facilities and infrastructure in improving the performance of employees of the Provincial Human Resources Development Agency. Southeast Sulawesi; (3) Supporting and inhibiting factors in the management of facilities and infrastructure in improving the performance of employees of the Provincial Human Resources Development Agency. Southeast Sulawesi. The analysis tool used is the Analysis Interactive Model by dividing the steps in data analysis activities with several parts, namely data collection, data reduction, data display, and conclusion or verification. This study shows that (1) The performance of employees of the Provincial Human Resources Development Agency. Southeast Sulawesi, which is judged from quality, quantity, timeliness, effectiveness and presence, is good; (2) The effectiveness of the management of facilities and infrastructure in improving the performance of employees of the Provincial Human Resources Development Agency. Southeast Sulawesi, both in terms of completeness, condition, and use, plays an important role in supporting optimal employee performance, including aspects of quality, quantity, punctuality, effectiveness, and attendance; (3) Supporting factors for the management of facilities and infrastructure in improving the performance of employees of the Provincial Human Resources Development Agency. Southeast Sulawesi is a personal or individual factor, a leadership factor and a system factor. While the most important inhibiting factor is human resources.

Keywords: Effectiveness, Facilities and Infrastructure, Employee Performance



INTRODUCTION

Human resources are the most important factor in every organizational activity, because no matter how sophisticated the technology used is without the support of humans as the implementer of its operational activities, it will not be able to produce outputs that are in accordance with the expected level of efficiency. The role of human resources in the organization actually existed when the organization was known as a forum for joint efforts in achieving a goal. With various kinds of individuals in an organization, where there are differences in a person's background such as education, experience, economy, status, needs, expectations require the leader of the organization to be able to manage and utilize it so as not to hinder the organization's goals to be achieved.

The position and role of Civil Servants as elements of the state apparatus who serve as public servants must provide fair services to the community based on loyalty and obedience to Pancasila and the 1945 Constitution. To be able to carry out their duties properly, employee development is directed to improve the quality of human resources so that they have attitudes and behaviors that are centered on devotion, honesty, professionalism, responsibility, discipline, work ethic and authority so that they can provide services according to the demands of community development. For this reason, employees who have high performance in carrying out their duties are needed.

Performance is about doing the work and the results achieved from it. (Wibowo. 2016, p.07) Performance is the result of work that a person achieves based on the requirements of the job. A job has certain requirements to be able to be done in achieving goals which are also called job standards.

Performance standards are the level at which a certain job is expected to be completed, and it is a comparison of the goals or targets to be achieved. Work results are the results obtained by an employee in doing work according to job requirements or performance standards. An employee is said to have successfully carried out his work or has good

performance, if the work results obtained are higher than the performance standards. (Build, Wilson. 2012, p.231) According to Mathis and Jackson in Fadillah, et al. (2017) employee performance indicators are: quality, quantity, punctuality, effectiveness and attendance.

Effective human resource management is essential for any business or organization to achieve maximum production and efficiency goals. In this era of globalization, human resource challenges are essential for the success of every business and the success of any organization. Procurement, selection, training, placement, compensation, development, integration, maintenance, and release of human resources so that the organization can meet the needs of various stakeholders including employees, customers, and the government, is part of human resource management (Sihotang, in Lijan Poltak Sinambela, 2017).

Human resources are resources that play an active and dominant role in every organizational activity, because humans are the planners, actors, and determinants of the realization of organizational goals. This goal cannot be realized without the active role of employees even though the facilities and infrastructure owned by the organization are so complete, the low performance goals of office employees can be caused by the lack of office facilities and infrastructure. Managing human resources properly and correctly will have a positive impact on the organization, on the other hand, if human resources are not handled properly, it will cause inefficiency of activities which can ultimately cause losses in the organization. Office infrastructure is one of the factors that support the success of an institution in achieving the organization's goals. Office facilities and infrastructure are an important part that needs to be prepared ideally and sustainably so that they can ensure the smooth work activities of employees considering that office facilities and infrastructure are very important in an effort to facilitate employee work activities, therefore adequate management of facilities and infrastructure is needed. In an agency, the problem that often arises is the problem of



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facilities and infrastructure, if in an office or agency the office infrastructure is inadequate, it will have a bad effect on office performance. Employee performance can run well if supported by the availability of office facilities and infrastructure that support the achievement of agency goals. Therefore, we can see that infrastructure facilities and employee performance are very closely related.

Thus, the role of work facilities and infrastructure is very important to ensure smooth implementation. Complete facilities and infrastructure in a condition that is ready to be used is one of the requirements to produce good work results.

Based on pre-research, it shows that employee performance is not optimal. This is because there are still some employees who are still less effective, where the boss puts employees in certain jobs that are not in accordance with their educational background and are not supported by adequate skill abilities causing them to be less able to complete their work properly.

Another phenomenon is related to facilities and infrastructure at the Provincial Human Resources Development Agency. Southeast Sulawesi that there are still employees who are not proficient in using the facilities in the office, and there are still facilities and infrastructure that are in damaged or poor condition so that in the future they can be fulfilled and equipped to achieve good performance goals.

As a reference to support the theory and proposition in this study, an empirical study by the author is needed, so several research results are adopted. Research conducted by Siti Nur Azizah, et al. (2021) the results of research that has been carried out by researchers related to the performance of the State Civil Apparatus towards the implementation of the work shift system as a result of the COVID-19 pandemic at the Malang City Population and Civil Registration Office, we can know that the optimization efforts carried out are by providing work allowances, occupational health and safety insurance, reward exemplary, coordination of support from superiors and

improvement of service, socialization and innovation.

LITERATURE REVIEW

Human Resource Management

The success of a company or organization is highly dependent on the people in it, without competent human resources and other resources that are well managed, the goals of a company or organization will not be achieved. Therefore, it is very necessary to manage human resources properly and correctly. Human resource management is the process of acquiring, training, assessing, and compensating employees, and to take care of employment relations, employee health and safety, and matters related to fairness (Dessler, 2017).

According to Susan (2019), human resource management is one of the fields of general management which includes aspects of planning, organizing, implementing and control. Human resource management is also an open system that is influenced by the outside environment. Progress achieved in several fields, both economic, cultural, knowledge, education, legal, social, political and development, is certain to cause various obstacles and obstacles, and the increasingly complex life in society and the state. With these various obstacles and obstacles, human resource management is considered important for the company, so that the company is able to solve various problems that are being faced or that may arise in the future.

Human Resources (HR) are the most important capital and wealth of every human activity. Human beings as the most important element are absolutely analyzed and developed in this way. Their time, energy and abilities can really be used optimally for the benefit of the organization, as well as for the interests of individuals (Kasmir, 2016).

Employee Performance

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According to Law No. 43 of 1999 concerning personnel matters, employees are those who have fulfilled the conditions that have been entrusted to them and have been determined in the applicable laws and regulations, appointed by authorized officials and assigned tasks in a state position or assigned other state duties determined based on the applicable laws and regulations.

Furthermore, in Law Number 43 of 1999 article 5 it is stated that every Civil Servant obeys all applicable laws and regulations and carries out the official duties entrusted to him with full devotion, awareness and responsibility. In carrying out article 5, it is also stated that Civil Servants are the implementers of laws and regulations, therefore they are obliged to try to obey all these regulations. To be able to realize this, high work motivation is needed. Employees are human, physical and spiritual workers (mental and mind) that are always needed and therefore one of the main capital is cooperation to achieve certain goals.

Every employee is expected to have good performance in carrying out their work. In this case, of course, the tasks imposed on him can be completed well in the sense of being accompanied by high skills, discipline and responsibility. If this situation is created, it will be very related to the results, both in quantity and quality. In addition, leaders must also always try to improve the performance of their subordinates.

Performance is about doing the work and the results achieved from it. (Wibowo. 2016, p.07) Performance is the result of work that a person achieves based on the requirements of the job. A job has certain requirements to be able to be done in achieving goals which are also called job standards. Performance standards are the level at which a certain job is expected to be completed, and it is a comparison of the goals or targets to be achieved. Work results are the results obtained by an employee in doing work according to job requirements or performance standards. An employee is said to have successfully carried out his work or has good performance, if the work results obtained are higher than the

performance standards. (Build, Wilson. 2012, p.231)

Facilities and Infrastructure

Facilities and infrastructure are something that can facilitate and facilitate the implementation of a business that can be in the form of objects. It is likely that learning facilities and infrastructure are factors that have a big contribution in improving learning outcomes. In other words, that all suggestions and learning infrastructure are necessary for students in achieving learning goals through the teaching and learning process (Amelia, 2019). According to the Great Dictionary of the Indonesian Language (KBBI), means are everything that is used as a tool in achieving goals or objectives, tools, and media. Meanwhile, infrastructure, according to KBBI, is everything that is the main support for the implementation of a process. In this, infrastructure is the main support of existing facilities, so that the existing goals are achieved. Based on the previous explanation, there are several examples of infrastructure, including classrooms, laboratories, auditoriums, teacher/lecturer rooms and many more (Patimah et al., 2016)

Facilities and infrastructure (SAPRAS) must be maintained so that they can still be used properly. In this case, of course, SAPRAS maintenance activities are carried out by SAPRAS officers, which aim to carry out maintenance and repairs, on existing facilities and infrastructure. For example, the work carried out by SAPRAS officers, for example repairing electrical installations, maintaining rooms, maintaining parks and many more work carried out by SAPRAS officers in carrying out maintenance of existing facilities and infrastructure. (Amelia, 2019)

Meanwhile, according to (Sri Endang R, Sri Mulyani and Suyyeti 2010:43) states that "Office facilities are moving objects such as computers and machines". Meanwhile, "Office infrastructure is immovable objects such as buildings, rooms and soil." In an advanced society with sophisticated equipment, activities in human life increasingly depend on the

existence of facilities and equipment, even if only partially.

According to Bohari, (in the 2020 Hall), stated that if the work infrastructure is good, it can affect the performance of employees as well and if the infrastructure facilities are bad, then the performance of employees will also not be optimal. Then (Harmon & Mayer, in Sovia Rosalin 2022), states that office facilities are everything that motivates employees to fulfill office goals. In contrast, office infrastructure is everything that is non-physical and serves as a guideline, basis, or standard for office workers.

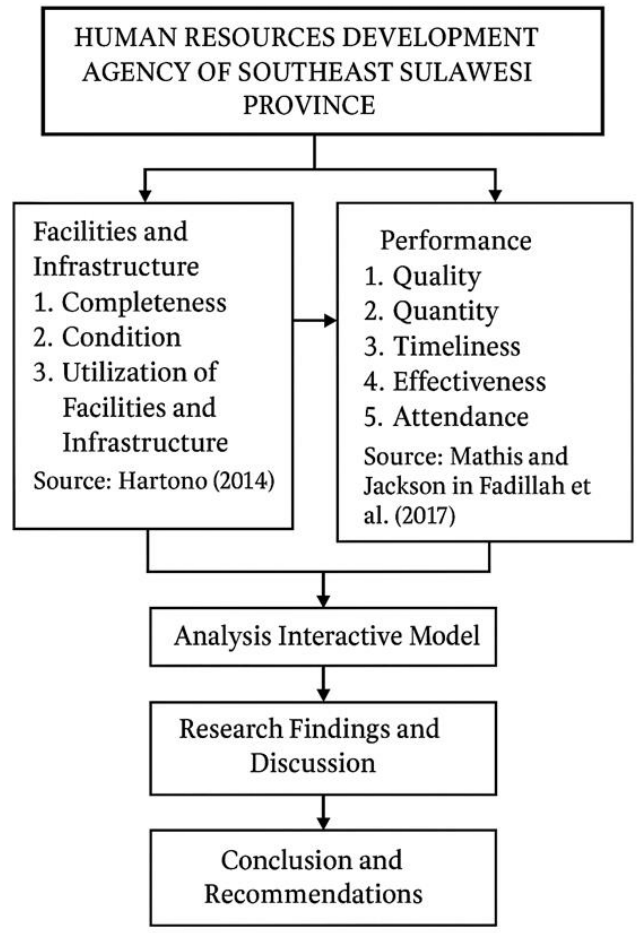
Regulation of the Minister of Home Affairs Number 7 of 2006 concerning the Standardization of Work Facilities and Infrastructure of Local Government Article 1 also explains that office work facilities are facilities that directly function as a support for the process of implementing local governments in achieving the stipulated facilities, including office rooms, work equipment and official vehicles. Office infrastructure is a facility that indirectly functions to support the implementation of a work process of the apparatus in improving performance in accordance with its duties and responsibilities such as buildings, fields, halls and so on in an organization or company.

Departing from the existing problems, the researcher is interested in seeing the effectiveness of the management of facilities and infrastructure in improving employee performance at the Human Resources Development Agency of Prov. Southeast Sulawesi. The variables that will be studied are employee performance and facilities and infrastructure. Furthermore, the researcher will collect the primary data needed such as the collection of employee profile data, interview data from respondents and the profile of the Provincial Human Resources Development Agency. Southeast Sulawesi. Meanwhile, secondary data will also be collected both from the internet and various other references.

All data collected will be analyzed by descriptive method. To present the data so that it is easy to understand, the data analysis steps used in this study are the Analysis Interactive

Model from Miles and Huberman. From the data analysis carried out, the results of the research will be obtained in the form of recommendations to improve the performance of employees of the Provincial Human Resources Development Agency. Southeast Sulawesi.

Figure 1. Research Mindset



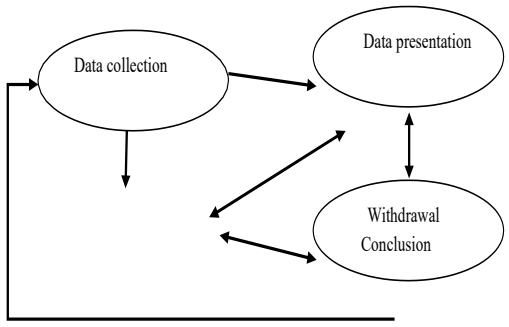
METHOD

The research employed a qualitative descriptive method aimed at understanding phenomena holistically and presenting findings in descriptive forms of words and language within a natural context (Moeloeng, 2011). This approach is supported by the descriptive research type, which seeks to portray the object of study as it is without further analysis or generalization (Sugiyono, 2012). The research object focused on assessing the effectiveness of facilities and infrastructure management in enhancing employee performance at the Human Resources Development Agency of Southeast Sulawesi Province. Informants included key officials such as the Secretary, several division heads, and staff members of the agency, selected based on their relevance to the study. The data consisted of both quantitative data, expressed in numerical form for statistical analysis, and qualitative data, conveyed in descriptive narratives such as organizational background and vision-mission statements. Data sources comprised primary data gathered directly through interviews with informants, and secondary data obtained from agency reports, including organizational structures and job descriptions. Data collection techniques involved interviews and documentation of relevant materials on facility and infrastructure management strategies. To ensure data validity, the researcher acted as the primary instrument and employed triangulation of sources and data collection techniques, thereby confirming the credibility and reliability of the findings.

data analysis must be carried out continuously until complete, so that the data is saturated. The data analysis in this study was carried out at the time of data collection in a certain period. At the time of the interview, the researcher had analyzed the interviewee's answers. If the answers given by the interviewee or informant after analysis are considered unsatisfactory, then the researcher will continue the question again, up to a certain stage so that more credible data or information is obtained.

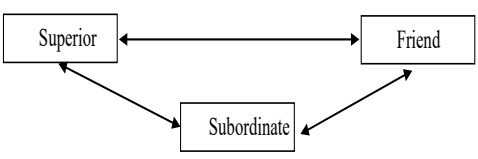
To present the data so that it is easy to understand, the data analysis steps used in this study are the Analysis Interactive Model from Miles and Huberman, which divides the steps in data analysis activities into several parts, namely data collection, data reduction, data display, and conclusion or verification.

Figure 3. Components in Interactive Model Data Analysis



Source : Sugiyono, 2014:92.

Figure 2. Data Source Triangulation



Data Analysis Techniques

Miles and Huberman in Sugiyono (2014: 19), fattened that activities in qualitative

RESULTS AND DISCUSSION

Employee Performance of the Human Resources Development Agency of Prov. Southeast Sulawesi

Rivai (2015:15) stated that employee performance is the result of the work of a person or a group as a whole, carrying out tasks and activities and perfecting them according to their responsibilities. According to Mathis and Jackson in Fadillah, et al. (2017) employee performance indicators are: quality, quantity, timeliness, effectiveness and attendance.



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The results of the study show that the performance of employees of the Southeast Sulawesi Provincial Human Resources Development Agency has been well assessed in terms of quality, quantity, timeliness, effectiveness and attendance. This can be observed from the ability to explain work according to the quantity, quantity and time of completion.

The quality of work is related to the balance of precision, neatness, and completeness in handling the tasks in the organization. The results of the study show that the quality of work of employees of the Human Resources Development Agency of Southeast Sulawesi Province is carried out well in terms of accuracy and carrying out work according to the established procedures.

The quantity of work is related to the volume of work and work productivity produced by employees in a certain period of time. The results of the study show that the quantity of employees of the Southeast Sulawesi Provincial Human Resources Development Agency is well assessed in terms of how to complete tasks and achieve targets.

Punctuality is measured from employees' perception of an activity that is completed from the beginning of time until it becomes output. Be able to complete at the set time and maximize the time available for other activities. The results of the study show that the punctuality of employees of the Southeast Sulawesi Provincial Human Resources Development Agency is well done in terms of completing tasks on time and completing work faster than the specified time.

Effectiveness is a measure of the results of a task or success in achieving a goal. In addition, meaningful effectiveness also shows the level of achievement of goals, efforts are said to be effective when the business achieves goals. The results of the study show that the effectiveness of employees of the Human Resources Development Agency of Southeast Sulawesi Province is carried out well in terms of employee capabilities and employee efforts.

Attendance is the presence of employees at the workplace/work unit as

evidenced by the attendance of the employee concerned either manually or electronically. The level of employee attendance in the company can determine employee performance. The results of the study show that the presence of employees of the Southeast Sulawesi Provincial Human Resources Development Agency is well carried out in terms of employees having commitment and responsibility in working and being present on time.

Based on the results of the recapitulation of employee performance indicators of the Southeast Sulawesi Provincial Human Resources Development Agency, it can be concluded that employee performance assessed from quality, quantity, timeliness, effectiveness and attendance is good.

Improving employee performance at the Southeast Sulawesi Provincial Human Resources Development Agency can be achieved through several steps, including:

1. Performance appraisal: Conduct clear and measurable performance appraisals to identify strengths and areas that need improvement in each employee.
2. Training and development: Provide continuous training to develop employees' skills and knowledge according to the demands of their job.
3. Providing feedback: Providing constructive feedback on a regular basis to help employees understand where they can improve their performance.
4. Awards and recognition: Giving awards or recognition for the achievements and contributions of employees that have a positive impact on their performance.
5. Delegate the right tasks: Distribute tasks according to the skills of each employee to improve the efficiency and quality of work.
6. Improved communication: Ensure good communication between superiors and subordinates as well as between employees to avoid miscommunication and ensure a clear understanding of goals and expectations.



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7. Use of technology: Adopt relevant technology to assist employees in completing tasks more efficiently.
8. Coaching and mentoring: Providing guidance and assistance to employees who need extra support in overcoming work challenges.
9. Team development: Build strong teamwork and motivate employees to support each other and collaborate.
10. Routine evaluation: Conduct periodic evaluations to see the development of employee performance and make adjustments if necessary.

By implementing these measures consistently, the Southeast Sulawesi Provincial Human Resources Development Agency can improve employee performance and ultimately provide better services to the community.

The results of this study are in line with research conducted by Umar (2020) showing that the work productivity of service employees is quite good where in providing services to the community quite quickly and accurately in accordance with applicable procedures, the responsiveness of service employees in Padalarang District based on the results of the study is quite good. Public services in Padalarang District have been running well referring to the Decree of the Padalarang Sub-district Head Number 13 of 2014 concerning PATENTS in the Padalarang District Environment, and the provision of public services emphasizes the participatory role of the community and the aspirational role as evaluation material to improve the service delivery system.

This is in line with the results of research conducted by Musdalifa Haz and Rijal (2020) concluding that the performance of employees in the scope of work of the Syahbandar Office and the Biak Class II Port Authority is still not optimal in providing services oriented to excellent service. This is seen from the factors that affect employee performance both in terms of individuals/personals, leaders and the work system that has been implemented has not been running well. Judging from the aspect of

performance indicators such as the quantity of inadequate human resources/employees, the quality of employees is not good enough in providing services, the work time that has been determined with employee discipline has not been seen significantly so that the service has not been maximized and the cooperation carried out by every existing employee in developing the organization has not been maximized where the quality of employee performance is not visible due to the absence of coordination and communication built by employees both from every existing field and from the leadership.

Pengelolaan Sarana Dan Prasarana dalam Peningkatan Kinerja Pegawai pada Badan Pengembangan Sumber Daya Manusia Prov. Sulawesi Tenggara

Facilities and infrastructure are something that can facilitate and facilitate the implementation of a business that can be in the form of objects. It is likely that learning facilities and infrastructure are factors that have a big contribution in improving learning outcomes. In other words, that all suggestions and learning infrastructure are necessary for students in achieving learning goals through the teaching and learning process (Amelia, 2019). As an effort to achieve the company's targets, it has been concluded by Hartono (2014) that infrastructure facilities have indicators, namely completeness, condition, and use of infrastructure facilities.

The results of the study show that the completeness of facilities and infrastructure at the Human Resources Development Agency of Southeast Sulawesi Province is well done in terms of the completeness of facilities and infrastructure and office facilities. The condition of facilities and infrastructure at the Southeast Sulawesi Provincial Human Resources Development Agency is well done in terms of air ventilation and lighting as well as the safety of the Sarpras.

The use of facilities and infrastructure at the Southeast Sulawesi Provincial Human Resources Development Agency is carried out quite well in terms of managing pollution in the office environment is quite adequate, facilities



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and infrastructure are used properly, as well as good quality improvement and improvement.

Conclusion of infrastructure facilities at the Provincial Human Resources Development Agency. Southeast Sulawesi which is assessed through the completeness, condition, and use of the following infrastructure facilities:

1) Completeness of Facilities and Infrastructure

(a) Main Facilities: Includes classrooms, laboratories, seminar rooms, and practice rooms used for training and development.

(b) Supporting Facilities: Includes library, staff workspace, health room, canteen, and parking lot

(c) Equipment and Technology: Such as computers, projectors, internet, and software that supports learning and training activities.

2) Condition of Facilities and Infrastructure

(a) Sustainability Conditions: Facilities and infrastructure are assessed from the aspects of feasibility, cleanliness, and routine maintenance. Facilities that are in good condition reflect a safe and comfortable learning environment.

(b) Building Quality: Includes building structure, lighting, ventilation, and layout that support the effectiveness of activities.

(c) Equipment: The quality, age, and completeness of the equipment used, as well as whether the equipment is still in good working order or needs to be refurbished.

3) Use of Facilities and Infrastructure

(a) Usage Efficiency: How optimal the facilities and infrastructure are used to support BPSDM activities. This can be seen from how frequently and intensively the facility is used, as well as whether the facility supports different types of training and development activities.

(b) Suitability of Use: Whether the existing facilities and infrastructure are in accordance with the needs of the training and development program being held.

(c) Maintenance: Routine maintenance procedures and responses to damage or facility upgrade needs.

Rivai (2015:15) stated that employee performance is the result of the work of a person or a group as a whole, carrying out tasks and activities and perfecting them according to their responsibilities. According to Mathis and Jackson in Fadillah, et al. (2017) employee performance indicators are: quality, quantity, timeliness, effectiveness and attendance.

The results of the study show that the performance of employees of the Southeast Sulawesi Provincial Human Resources Development Agency has been well assessed in terms of quality, quantity, timeliness, effectiveness and attendance. This can be observed from the ability to explain work according to the quantity, quantity and time of completion.

The relationship between facilities and infrastructure and employee performance is very significant, especially when viewed from three aspects: completeness, condition, and use of facilities and infrastructure.

1. Completeness of Facilities and Infrastructure: If the facilities and infrastructure in the workplace are complete, employees have access to all the tools and facilities they need to carry out their duties. This can improve the quality and quantity of work produced because employees can work more efficiently and without barriers.

2. Facilities and Infrastructure Conditions: Facilities and infrastructure that are in good condition tend to support employees in completing work on time and more effectively. If the equipment is damaged or not in optimal condition, this can hinder productivity and reduce the timeliness and effectiveness of the work performed.

3. Use of Facilities and Infrastructure: The proper and optimal use of facilities and infrastructure also affects employee performance. If employees are skilled in utilizing the available facilities, this will increase the effectiveness of their work, which in turn can improve the quality and timeliness of their work results. In addition, supportive facilities can also contribute to employee attendance, as they



feel more comfortable and motivated to work.

Overall, the management of facilities and infrastructure has been effective in terms of completeness, condition, and use, playing an important role in supporting optimal employee performance, including aspects of quality, quantity, punctuality, effectiveness, and attendance.

The results of this study are in line with research conducted by Mita Rismawati and Said Achmad Kabiru Rafiie (2022) showing that in general, the facilities and infrastructure to support work at the Johan Pahlawan District Office are still in the good category. This is in line with the results of research conducted by Nusroh Afifah and Juliana Nasution (2022) concluding that the management of facilities and infrastructure has gone well properly, it's just that the placement and management of goods that are already available do not have a special room so that the goods do not fit in their place. Of course, facilities and infrastructure are not the main support in the effectiveness of employee work, it's just that these facilities and infrastructure are as an assistant to implementers in doing all forms of activities and work.

So the results of the study show that the management of facilities and infrastructure in improving employee performance at the Human Resources Development Agency of Province. Southeast Sulawesi has been effective in terms of completeness, condition, and use, playing an important role in supporting optimal employee performance, including aspects of quality, quantity, punctuality, effectiveness, and attendance.

Supporting and Inhibiting Factors of Facilities and Infrastructure Management in Improving Employee Performance at the Prov. Southeast Sulawesi

From the results of research that has been conducted by researchers, related to supporting and inhibiting factors in the management of facilities and infrastructure in improving employee performance at the Provincial Human Resources Development Agency. Southeast Sulawesi is:

1. Supporting Factors

Supporting factors for the management of facilities and infrastructure in improving employee performance at the Human Resources Development Agency of Southeast Sulawesi Province include the following aspects:

1) Supporting Policies and Regulations:

a. Clear policies from the leadership related to the management of facilities and infrastructure.

b. Regulations and operational procedures that support optimal utilization of facilities.

2) Sufficient and Targeted Budget:

a. Provision of adequate budget for procurement, maintenance, and improvement of facilities and infrastructure.

b. The use of the budget that is right on target, in accordance with the priority needs of employees.

3) Effective Management System:

a. Implementation of an efficient management system in asset and facility management.

b. The use of information technology for monitoring and maintenance of facilities and infrastructure.

4) Competent Human Resources:

a. The presence of experts in facility management and maintenance.

b. Periodic training for staff regarding the use and maintenance of facilities.

5) Employee Participation and Awareness:

a. Awareness and responsibility of employees in maintaining and utilizing facilities and infrastructure properly.

b. Active participation of employees in providing input for facility improvement.

6) Regular Maintenance and Periodic Repairs:

a. Routine maintenance to ensure facilities and infrastructure remain in good condition.



- b. Periodic and immediate repairs to the damage that occurs.
- 7) Adequate Infrastructure and Technology:
 - a. Provision of technological infrastructure that supports work efficiency, such as a stable internet network and adequate hardware.
 - b. The use of technology to facilitate access and use of facilities and infrastructure.
- 8) Conducive Work Environment:
 - a. Facilities that support employee comfort and health, such as comfortable workspaces, wellness facilities, and rest areas.
 - b. Cleanliness and safety of the working environment are maintained.
- 9) Continuous Evaluation and Monitoring:
 - a. Periodic evaluation of the effectiveness of the management of facilities and infrastructure.
 - b. Continuous monitoring to ensure facilities and infrastructure are used optimally.

With these supporting factors, the management of facilities and infrastructure can contribute significantly to improving employee performance at the Human Resources Development Agency of Southeast Sulawesi Province.

In addition, the supporting factors that affect the performance of employees at the Provincial Human Resources Development Agency. Southeast Sulawesi is:

- a. The availability factor of employees is the main supporting factor, because the condition of each individual ASN has a great influence on the sustainability of performance.

In an organization, human resources are very important assets and affect the running of the organization. The business world is now required to create high employee performance in the context of organizational development and be able to build and improve performance in its environment. The success of the organization is influenced by several factors,

one of the important factors is the personal or individual, where personal is the behavior of the entire planning level to evaluation that is able to utilize other resources owned by the organization. Therefore, personal factors have an important role in developing organizational wheels that are able to think creatively and innovatively supported by adequate human resources.

Personal factors are also inseparable from the behavior of the employee concerned, as explained by Armstrong and Baron in (Wibowo, 2011), that the factor that drives performance is behavior.

Behavior is about how you act, and not about what you are or who you are. Behavior is a way in which a person acts or does.

b. Leadership Factors

Leadership is the process of influencing or setting an example by the leader of his followers in an effort to achieve the goals of the organization. Leaders have the task of exploring the needs of the group and the desires of the group. From that desire can be drawn a realistic desire that can be achieved. Next, the leader must convince the group of what is a realistic desire and which is actually an illusion. The leader's task will succeed well if each leader understands the task that must be carried out. Therefore, leadership will appear in the process by which a person directs, guides, influences and controls the thoughts, feelings, or behaviors of others. To succeed in achieving a goal, a professional leader is needed, where he understands the duties and obligations of a leader, and carries out his role as a leader.

Personal ability is a combination of the potential since the leader was born into the world as a human being and the educational factor he gets. If a person is born with basic leadership skills, he will be better off getting educational treatment from the environment, otherwise, he will only be an ordinary and standard leader. On the other hand, if humans are born not with leadership potential but receive educational treatment from their environment, they will become leaders with standard abilities as well. Thus, between the

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potential of subordinates and the educational treatment of the environment are two inseparable things that greatly determine the greatness of a leader.

c. System Factors

Each system has outer boundaries that separate it from its environment. Not all systems have the same combination of system elements, but in general it can be described as consisting of input resources, transformation processes and output resources. Meanwhile, factors that affect the failure of the management information system in an organization, including the person in charge does not understand the company's business processes or the complexity of an organization, does not recognize processes that can decrease in value can be standardized and forced, do not reach the agreement on the design and goals of the organization before deciding to implement the information system in the organization.

The cooperation system carried out has been maximized It's just that it is still hampered by the facilities and infrastructure in the office, besides that the work system that has been built looks good even though the performance of employees is not adequate in carrying out their performance. In conclusion, the information system is very important to be carried out in order to improve the performance of existing employees, such as how the leadership provides direction to subordinates with adequate facilities by conducting various trainings to support the quality of existing employee human resources.

There is no support for facilities and infrastructure that can support the improvement of employee performance. And there are several factors that cause the success and failure of the implementation or performance of employees both based on human resources and technical factors. Among these factors are: employee ability, immature planning, lack of communication between leaders and subordinates, unclear expectations and goals of the system, and lack of commitment.

2. Inhibiting Factors

If adequate human resources are the main supporting factor, then this also applies to inadequate human resources or human resources who do not want to improve their competence, especially in the IT field or can be said to be underperforming, then it will also be one of the inhibiting factors in efforts to optimize the performance of ASN at the Southeast Sulawesi Provincial Human Resources Development Agency. In addition to the HR factor, leadership factors and system factors are also one of the factors inhibiting the management of facilities and infrastructure in improving employee performance at the Prov. Southeast Sulawesi in the implementation of the work system because the system is not smooth will be very disruptive and even very detrimental, not only detrimental to the community but also to the employees. With the system being hampered, it will affect the SOP, especially because the performance of all employees uses a system where the system comes from the center.

So it can be concluded that the most important inhibiting factor is the quality of human resources at the Southeast Sulawesi Provincial Human Resources Development Agency.

In addition to the quality of human resources, other inhibiting factors in the management of facilities and infrastructure that can have an impact on improving employee performance at the Southeast Sulawesi Provincial Human Resources Development Agency include:

1) Limited Budget:

- Lack of budget for procurement, maintenance, and improvement of facilities and infrastructure can hinder the availability of adequate facilities.

- Budget allocation that is not appropriate or not in accordance with the priority of needs can also be an obstacle.

2) Less Effective Management:

- Management of facilities and infrastructure that is less coordinated and inefficient can lead to suboptimal utilization of facilities.



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- Lack of a good management system, such as monitoring and evaluation systems, can result in a decrease in the quality of facilities.

3) Human Resource Limitations:

- Lack of competent experts in the field of facilities and infrastructure management.

- Lack of training for employees in managing and maintaining facilities can reduce the effectiveness of the use of facilities and infrastructure.

4) Damage or Delay in Repairing Facilities:

- Delays in repairing or replacing damaged facilities can disrupt operations and reduce employee performance.

- Unavailability of spare parts or slow maintenance service is also a hindrance.

5) Lack of Utilization of Technology:

- Inability to utilize technology to improve the efficiency of facility and infrastructure management.

- The use of outdated or inappropriate technology can hinder productivity.

6) Unsupportive Policies and Regulations:

- Inflexible policies or rigid regulations can hinder the management of facilities and infrastructure.

- Lack of support from the leadership in terms of development or improvement of facilities.

7) Lack of Employee Participation and Awareness:

- Lack of awareness or concern of employees on the importance of maintaining and using good facilities.

- Use of facilities that are not in accordance with applicable procedures or regulations.

8) Unconducive Environmental Conditions:

- Uncomfortable work environment, such as inappropriate temperatures, poor lighting, or noise, can interfere with employee concentration and performance.

- Lack of supporting facilities, such as rest rooms or health facilities, can reduce employee welfare.

9) High Workload and Lack of Maintenance Time:

- High workload often results in a lack of time and attention to the maintenance of facilities and infrastructure.

- Delays in handling issues related to facilities due to other urgent work priorities.

(10) Ambiguity of Liability:

- Unclear in the division of duties and responsibilities in the management of facilities and infrastructure can lead to negligence or conflict among employees.

Overcoming these inhibiting factors is important to ensure good management of facilities and infrastructure, which will ultimately improve the performance of employees at the Southeast Sulawesi Provincial Human Resources Development Agency.

The results of the study show that the most important inhibiting factor is the quality of human resources at the Human Resources Development Agency of Southeast Sulawesi Province.

Research Limitations

The results of this study have provided a number of findings, but there are still some things that need to be studied further. This condition is greatly influenced by several things that indirectly become the limitations of the research, namely:

This research was produced from the use of interviews with direct face-to-face contact between information seekers and information sources. This will cause problems if the information provided is different from the actual situation.

2. This study does not consider other variables that may affect employee performance so that it has potential possibilities related to competence in improving employee performance has not been included in this study.

3. This research is only conducted based on cross-sectional data, which means that data is obtained from a certain time or only behavior at the time of research while the object of research only focuses on the Provincial Human Resources Development Agency. In the future,

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Southeast Sulawesi can be carried out on a wider scope.

4. The number of informants used in this study is still limited, namely seven informants from the Provincial Human Resources Development Agency. Southeast Sulawesi therefore researchers can further increase the number of informants and different analytical approaches.

CONCLUSIONS

Based on the results of the research entitled "The Effectiveness of Facility and Infrastructure Management in Improving Employee Performance at the Provincial Human Resources Development Agency of Southeast Sulawesi", it can be concluded that employee performance, which is assessed from aspects of quality, quantity, timeliness, effectiveness, and presence, is categorized as good, as reflected in the ability of employees to complete tasks according to the required standards and deadlines. The management of facilities and infrastructure has also been effective in terms of completeness, condition, and utilization, thereby playing a crucial role in supporting optimal employee performance across various performance indicators. Furthermore, supporting factors that enhance the effectiveness of facilities and infrastructure management include the availability of employees, strong leadership, and an effective system, while the main inhibiting factor identified is the limited quality of human resources.

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