

Physical work environment and human resource competency on employee work effectiveness

Revana Putri Anggreini*, Hery Sawiji

Office Administration Education, Sebelas Maret University, Surakarta, Indonesia

Email: revanaputrii@student.uns.ac.id

Abstrak

Era digital telah mengubah pola konsumsi informasi masyarakat, dengan khalayak yang semakin beralih dari siaran televisi konvensional ke platform digital berbasis internet. Pergeseran ini menuntut pegawai lembaga penyiaran publik, khususnya TVRI, untuk meningkatkan efektivitas kerjanya. Berlandaskan model Ability–Motivation–Opportunity (AMO), penelitian ini mengkaji pengaruh lingkungan kerja fisik (opportunity) dan kompetensi sumber daya manusia (ability) terhadap efektivitas kerja pegawai. Desain penelitian kuantitatif asosiatif kausal diterapkan dengan 113 pegawai TVRI Stasiun Yogyakarta sebagai responden, yang ditentukan melalui rumus Slovin. Data dikumpulkan menggunakan kuesioner skala Likert modifikasi 4 poin dan dianalisis dengan regresi linear berganda melalui IBM SPSS 25. Hasil penelitian menunjukkan bahwa: (1) lingkungan kerja fisik berpengaruh positif tidak signifikan terhadap efektivitas kerja ($t = 1,530 < t_{tabel} = 1,982$; $p = 0,129$); (2) kompetensi sumber daya manusia berpengaruh positif dan signifikan ($t = 10,824 > t_{tabel} = 1,982$; $p < 0,001$); dan (3) kedua variabel secara simultan berpengaruh positif dan signifikan ($F = 136,959 > F_{tabel} = 3,08$; $p < 0,001$), menjelaskan 71,3% variansi efektivitas kerja. Investasi pada pengembangan kompetensi pegawai terbukti lebih strategis dibandingkan pembaruan fasilitas fisik semata dalam konteks lembaga penyiaran publik.

Kata kunci: kerangka ability-opportunity; kinerja organisasi; lembaga penyiaran publik; model AMO; transformasi digital

Abstract

The digital era has transformed information consumption patterns, with audiences increasingly shifting from conventional television to internet-based digital platforms. This shift demands that public broadcasting employees, particularly at TVRI, enhance their work effectiveness. Grounded in the Ability–Motivation–Opportunity (AMO) model, this study examined the influence of the physical work environment (opportunity) and human resource competency (ability) on employee work effectiveness. A quantitative causal-associative design was employed with 113

* Corresponding author

employees at TVRI Yogyakarta Station as respondents, selected via the Slovin formula. Data were collected through a modified 4-point Likert-scale questionnaire and analysed using multiple linear regression in IBM SPSS 25. Results showed that: (1) the physical work environment had a positive but non-significant effect on work effectiveness ($t = 1.530 < t_{table} = 1.982$; $p = 0.129$); (2) human resource competency had a positive and significant effect ($t = 10.824 > t_{table} = 1.982$; $p < 0.001$); and (3) both variables simultaneously had a positive and significant effect ($F = 136.959 > F_{table} = 3.08$; $p < 0.001$), explaining 71.3% of work effectiveness variance. Investment in employee competency development is therefore more strategically important than physical facility upgrades in public broadcasting institutions.

Keywords: AMO model; public broadcasting institution; digital transformation; organisational performance; ability-opportunity framework

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Introduction

Indonesia is currently navigating a transition from the fourth industrial revolution (Industry 4.0) toward Society 5.0, a paradigm characterised by the synergistic collaboration between humans and machines and a renewed emphasis on corporate sustainability. In this context, technology functions primarily as an enabler that augments human capacity in the workplace (Handayani, 2024, p. 188). This technological trajectory is inextricably linked to the pervasive digitalisation reshaping every dimension of human life, including the individual and collective modalities of social interaction (Salsabila & Anshori, 2025, p. 1873). The information and communication sector stands among the most dynamically transformed domains, as digitalisation accelerates technological advancement and significantly bridges information access disparities across society (Salsabila & Anshori, 2025, p. 1874).

This digital disruption has fundamentally altered media consumption behaviour. Audiences who once relied exclusively on conventional television broadcasts now simultaneously utilise the internet, social media, and streaming platforms to access news and entertainment online (Bamasputri et al., 2025, p. 272). Data from the Indonesian Internet Service Providers Association (APJII) corroborate this trend: internet penetration in Indonesia reached 80.66% in 2025, equivalent to 229 million users, representing a year-on-year growth of 1.16% from 2024 (APJII, 2025). This figure underscores the internet's central position in modern life, particularly within the television broadcasting sector, where content consumers increasingly migrate toward internet-based digital platforms to access information flexibly.

Televisi Republik Indonesia (TVRI) is the national public broadcasting institution with robust legal standing as a medium of national unity, as stipulated in Government Regulation No. 11 of 2005, Article 2, which designates it alongside Radio Republik Indonesia (RRI) and Local Public Broadcasting Institutions. TVRI is mandated to produce positive content that reflects local wisdom across formats ranging from news programmes and arts to cultural content and regional economic information (Fadliansyah et al., 2024, p. 330). This mandate is further codified in Government Regulation No. 11 of 2005, Article 3(1), which tasks TVRI with actively presenting socially healthy information, education, and entertainment, while simultaneously functioning as a social unifier and cultural custodian in the public interest. Collectively, these obligations require TVRI employees to continuously improve their work effectiveness in managing and delivering news to the public.

Work effectiveness has emerged as a critical organisational concern, particularly in public broadcasting, where speed, accuracy, and productivity are non-negotiable. Aspan et al. (2025, p. 1092) argue that work effectiveness extends beyond quantitative output to encompass the quality,

efficiency, and broader contributions of the work process toward overall organisational goals. Laloan et al. (2024, p. 96) further emphasise that work effectiveness involves the efficient utilisation of available resources and facilities to achieve pre-established targets. Nonetheless, prior empirical research presents an anomaly: Anggraini et al. (2022) and Anis et al. (2023) both reported that the physical work environment exerted a positive yet statistically non-significant influence on work effectiveness, a finding that motivated the present investigation into the respective roles of the physical work environment and human resource competency in shaping employee work effectiveness, specifically at TVRI Yogyakarta Station.

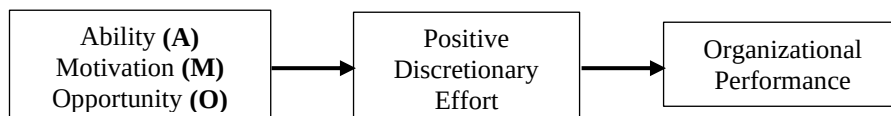
A preliminary field investigation at TVRI Yogyakarta Station revealed several effectiveness-related concerns. Interviews indicated that a number of employees were not performing optimally they were easily distracted during work, experienced difficulties adapting to change, and demonstrated limited initiative in independently acquiring new skills. These observations were substantiated by a closed-questionnaire preliminary study administered to 30 TVRI Yogyakarta Station employees. Results indicated that 70% (21 employees) still required revisions to their work outputs; 70% (21 employees) had difficulty adapting to change; 63.4% (19 employees) were easily distracted during work; 60% (18 employees) lacked consistency in task completion; and 66.6% (20 employees) were not motivated to independently learn new skills. These findings collectively confirm the existence of work effectiveness deficits among TVRI Yogyakarta Station employees.

According to Steers, as cited in Karundeng et al. (2024, p. 14), work effectiveness is shaped by four primary factors: organisational characteristics, environmental characteristics, employee characteristics, and managerial policies and practices. The same preliminary questionnaire study identified the physical work environment and human resource competency as the two factors most plausibly influencing work effectiveness at TVRI Yogyakarta Station. The physical work environment encompassing material conditions and workplace facilities represents the environmental characteristic dimension, while human resource competency pertaining to employee work quality reflects the employee characteristic dimension. Both factors are hypothesised to directly influence work effectiveness.

The Ability–Motivation–Opportunity (AMO) model, originally developed by Appelbaum et al. (2000) within the framework of high-performance work systems (HPWS), provides the theoretical foundation for this study. As Mendrofa et al. (2025, p. 241) note, the AMO model explicates how individual capability, intrinsic motivation, and structural opportunity combine to produce optimal and effective work outcomes. Drawing on Bailey's (1993) proposition which identifies employees' job-relevant skills, their motivation to work, and their opportunities for involvement as the three essential contributors to optimal work performance (Marin-Garcia & Tomas, 2016, p. 1042) the present study focuses on two of these three elements: (1) the physical work environment as the representative of the opportunity element, and (2) human resource competency as the representative of the ability element. Figure 1 illustrates the AMO framework as applied in the present study:

Figure 1

AMO Framework – original figure from manuscript



Azfa and Solihah (2025, p. 25) define the physical work environment as all material aspects and physical working facilities surrounding employees, capable of influencing them directly or indirectly. A conducive physical work environment is expected to minimise the energy expenditure required to complete tasks, whereas an inadequate environment compels employees to expend disproportionate effort (Aliya et al., 2023, p. 219). In this study, the physical work environment was operationalised through seven indicators adapted and modified from prior research: (1) cleanliness;

(2) lighting; (3) air circulation; (4) noise levels; (5) colour scheme; (6) spatial layout; and (7) security.

Prior studies lend empirical support to the relationship between the physical work environment and work effectiveness. Anggraini et al. (2022) found that the physical work environment at the Bureau of Government and Regional Autonomy of the South Sumatra Provincial Secretariat significantly influenced work effectiveness, while Susilawati et al. (2023) demonstrated that a more conducive physical work environment at the Regional Development Planning Agency of Empat Lawang Regency was associated with higher levels of employee work effectiveness. These studies collectively underscore the physical work environment's important role in facilitating smooth and optimal task completion.

Human resource competency, the second variable under investigation, is defined as the aggregate capacity and expertise possessed by employees that underpins professional performance and serves as the basis for evaluating completed work (Promnil et al., 2024, p. 2). In dynamic organisational contexts, competency also facilitates employees' adaptation to emerging changes and challenges. Employees with higher competency levels tend to complete tasks more quickly and accurately, whereas those with lower competency are more likely to impede work effectiveness, increase error rates, and struggle to achieve established targets (Aniswara et al., 2025, p. 98). Human resource competency in this study was measured through four indicators adapted and modified from prior research: (1) knowledge; (2) skills; (3) ability; and (4) attitude.

Empirical evidence similarly supports the role of human resource competency in predicting work effectiveness. Aniswara et al. (2025) found that competency significantly predicted the work effectiveness of employees at the Regional Financial Management Agency of Gowa Regency, while Pera et al. (2025, p. 7) demonstrated that improvements in human resource competency were associated with commensurate improvements in work effectiveness. These findings affirm the pivotal contribution of individual competency levels to employee work effectiveness.

Building on these theoretical and empirical foundations, this study investigates the influence of the physical work environment and human resource competency on employee work effectiveness at TVRI Yogyakarta Station. Three hypotheses are posited: (H1) the physical work environment (opportunity) exerts a positive and significant influence on work effectiveness; (H2) human resource competency (ability) exerts a positive and significant influence on work effectiveness; and (H3) the physical work environment and human resource competency jointly exert a positive and significant simultaneous influence on work effectiveness.

The present study addresses an identifiable research gap. Prior scholarly attention in the context of regional public broadcasting has been predominantly directed toward content strategy and digital transformation, while work effectiveness has been more extensively examined in general governmental and administrative settings. Furthermore, relatively few studies have simultaneously investigated the physical work environment and human resource competency in relation to work effectiveness, particularly through the lens of the AMO model. The novelty of this study therefore resides in: (a) the simultaneous examination of both variables within a public broadcasting institution context, and (b) the application of two of the three AMO model elements to explicate work effectiveness dynamics.

This study is expected to yield both theoretical and practical contributions. Theoretically, the findings aim to enrich the human resource management (HRM) literature on work effectiveness, particularly with respect to the AMO model's applicability in public broadcasting contexts. Practically, the findings are intended to provide strategic guidance for TVRI Yogyakarta Station management in enhancing employee work effectiveness, offer employees insight into the importance of self-development and work quality, and serve as a reference for future researchers examining factors influencing work effectiveness in public broadcasting institutions.

Research Methods

This study was conducted at TVRI Yogyakarta Station, selected on the basis of identified work effectiveness deficits documented in preliminary interviews and the pilot questionnaire study with 30 employees. The site was also chosen for its availability of relevant data and information,

official institutional research approval, and the absence of prior comparable studies at this specific location. The research was conducted between September 2025 and May 2026, encompassing all stages from topic proposal to final report submission.

A quantitative approach with a causal-associative research design was employed, incorporating two independent variables the physical work environment (X_1) and human resource competency (X_2) and one dependent variable work effectiveness (Y). The physical work environment was operationally defined as the totality of material aspects and actual conditions in the workplace that employees can perceive and that directly or indirectly influence their working capacity. Human resource competency was operationally defined as the aggregate capacities and capabilities of employees that form the foundation for supporting their work activities and differentiating them from peers. Work effectiveness was operationally defined as the degree to which an individual successfully fulfils tasks and responsibilities optimally, with due regard to output quality, resource utilisation, and work processes. The measurement indicators for all three variables are summarised in Table 1.

Table 1

Operational Definitions and Measurement Indicators of Research Variables

Variable	Operationalisation	Indicators
Physical Work Environment (X_1)	Opportunity element (AMO model)	(1) Cleanliness; (2) Lighting; (3) Air circulation; (4) Noise level; (5) Colour scheme; (6) Spatial layout; (7) Security
Human Resource Competency (X_2)	Ability element (AMO model)	(1) Knowledge; (2) Skills; (3) Ability; (4) Attitude
Work Effectiveness (Y)	Dependent variable	(1) Procedural accuracy; (2) Goal attainment; (3) Timeliness; (4) Efficiency; (5) Adaptability

The target population comprised 158 TVRI Yogyakarta Station employees directly involved in news content production. The sample size was determined using the Slovin formula with a tolerable margin of error of 5%, yielding a sample of 113 employees. Simple random sampling was adopted as the sampling technique, given that the population was considered homogeneous—all employees operate under the same institutional management and systemic framework. As Sugiyono (2023, p. 129) notes, simple random sampling enables random selection without stratification, and no additional selection criteria were applied in this study.

Research ethics were rigorously observed throughout. Official institutional approval from TVRI Yogyakarta Station was obtained prior to data collection. Respondents' data confidentiality was guaranteed, and all collected information was used exclusively for academic research purposes, thereby enabling respondents to answer candidly and without concern for occupational repercussions.

A structured questionnaire (closed-ended) employing a modified 4-point Likert scale was the primary data collection instrument. The exclusion of a neutral midpoint was deliberate: (1) a 4-point scale eliminates the ambiguity associated with the middle option; and (2) the absence of a neutral response compels respondents toward more definitive answers, mitigating central tendency bias and producing more valid and interpretable data. Prior to administration to the full sample, all instruments underwent validity and reliability testing on a pilot sample. Validity was assessed using the Pearson Product Moment correlation formula, with items deemed valid if r -calculated $>$ r -table (0.361) or $\alpha < 0.05$. Reliability was evaluated using Cronbach's Alpha, with instruments considered reliable if the coefficient exceeded 0.6 (Subhaktiyasa, 2024, p. 5602). All analyses were conducted using IBM SPSS version 25.

Data analysis proceeded through multiple stages as specified by Qomaruddin and Sa'diyah (2024, p. 80). Prior to hypothesis testing, a series of prerequisite assumption tests was conducted to verify the adequacy of the regression model: normality (Kolmogorov–Smirnov test), linearity (Deviation from Linearity), multicollinearity (Tolerance and Variance Inflation Factor), heteroscedasticity (Glejser test), and autocorrelation (Runs Test). Having confirmed that all

assumptions were satisfied, hypothesis testing was performed using multiple linear regression analysis, the t-test (partial effects), the F-test (simultaneous effects), the coefficient of determination (R^2), and effective and relative contribution analyses.

Results and Discussion

Research Results

Validity and reliability testing confirmed the adequacy of all research instruments. For the work effectiveness instrument (Y), 16 of the initial 20 items were retained as valid (r -calculated $>$ r -table = 0.361), with a Cronbach's Alpha of 0.934 $>$ 0.6, indicating high reliability. For the physical work environment instrument (X_1), 17 of 28 items were valid, with Cronbach's Alpha = 0.867 $>$ 0.6. For the human resource competency instrument (X_2), 13 of 16 items were valid, with Cronbach's Alpha = 0.919 $>$ 0.6. Items that failed the validity threshold were excluded from subsequent analyses, as the remaining valid items sufficiently represented all measurement indicators.

Table 2 presents the descriptive statistics for all three research variables based on responses from 113 TVRI Yogyakarta Station employees. Data were collected via a closed-ended questionnaire administered through Google Forms:

Table 2
Descriptive Statistics of Research Variables

		Work Effectiveness (Y)	Physical Work Env. (X_1)	HR Competency (X_2)
N	Valid	113	113	113
	Missing	0	0	0
Mean		44.16	45.37	37.10
Median		45.00	45.00	38.00
Mode		45	40	35
Std. Deviation		8.068	6.547	6.313
Variance		65.099	42.861	39.857
Range		39	32	28
Minimum		21	28	22
Maximum		60	60	50
Sum		4990	5127	4192

Source: Data processed by researchers (2026)

As shown in Table 2, the work effectiveness variable (Y) recorded a minimum score of 21 and a maximum of 60, yielding a range of 39. The mean was 44.16, with a median of 45.00 and mode of 45; the standard deviation was 8.068. The physical work environment variable (X_1) ranged from 28 to 60, with a mean of 45.37, median of 45.00, and mode of 40; the standard deviation was 6.547. The human resource competency variable (X_2) ranged from 22 to 50, with a mean of 37.10, median of 38.00, and mode of 35; the standard deviation was 6.313. The largest proportion of respondents (24.8%; $n = 28$) for the physical work environment fell in the score interval 44–47, while the most common interval for human resource competency (24.7%; $n = 28$) was 39–42.

All prerequisite assumptions for multiple linear regression were systematically evaluated prior to hypothesis testing. The Kolmogorov–Smirnov normality test yielded a significance value of $0.200 > 0.05$, confirming that the residuals followed a normal distribution. The linearity test using the Deviation from Linearity approach produced significance values of $0.788 > 0.05$ for the physical work environment and $0.536 > 0.05$ for human resource competency, indicating linear relationships between both independent variables and the dependent variable. Multicollinearity diagnostics revealed a Tolerance value of $0.520 > 0.10$ and a Variance Inflation Factor (VIF) of $1.923 < 10$, confirming the absence of multicollinearity between the predictors. The Glejser heteroscedasticity test produced significance values of 0.095 for the physical work environment and 0.128 for human

resource competency, both exceeding the 0.05 threshold, confirming homoscedasticity. Finally, the Runs Test for autocorrelation yielded a Z value of 0.095 and an asymptotic significance (two-tailed) of $0.924 > 0.05$, confirming the absence of autocorrelation. All assumptions were satisfied, validating the appropriateness of the multiple linear regression model for hypothesis testing.

The multiple linear regression analysis generated the following prediction equation:

$$\hat{Y} = 1.785 + 0.133X_1 + 0.979X_2$$

The constant value of 1.785 indicates the predicted level of work effectiveness when both independent variables equal zero. A one-unit increase in the physical work environment (X_1) corresponds to a predicted increase of 0.133 in work effectiveness, whereas a one-unit increase in human resource competency (X_2) corresponds to a substantially larger predicted increase of 0.979 in work effectiveness, holding all other variables constant. Partial effects were examined through the t-test, with results presented in Table 3.

Table 3

t-Test Results for Partial Effects of Independent Variables on Work Effectiveness

Model	t	Sig.
(Constant)	.606	.546
Physical Work Environment (X_1)	1.530	.129
Human Resource Competency (X_2)	10.824	.000

Source: Data processed by researchers (2026)

As shown in Table 3, the physical work environment (X_1) produced a t-value of $1.530 < t\text{-table} = 1.982$ ($p = 0.129 > 0.05$), indicating a positive but non-significant partial effect on work effectiveness. Human resource competency (X_2) produced a t-value of $10.824 > 1.982$ ($p < 0.001$), confirming a positive and significant partial effect. Accordingly, H1 was not supported, while H2 was supported. The simultaneous effect of both predictors was examined through the F-test, as presented in Table 4.

Table 4

F-Test Results for Simultaneous Effects of Independent Variables on Work Effectiveness (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5202.081	2	2601.041	136.959	.000 ^b
Residual	2089.052	110	18.991		
Total	7291.133	112			

Source: Data processed by researchers (2026)

Table 4 demonstrates that the F-value of 136.959 substantially exceeds the critical value of $F\text{-table} = 3.08$ ($p < 0.001$), confirming a positive and significant simultaneous influence of both variables on work effectiveness. H3 was therefore supported. The coefficient of determination is reported in Table 5.

Table 5

Coefficient of Determination (R^2)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.845 ^a	.713	.708	4.358

Source: Data processed by researchers (2026)

As indicated in Table 5, the coefficient of determination (R^2) was 0.713, signifying that 71.3% of the variance in work effectiveness was jointly explained by the physical work environment and human resource competency, while the remaining 28.7% was attributable to factors not included in the present model. The regression coefficients and standardised Beta values, which form the basis for calculating effective and relative contributions, are presented in Table 6.

Table 6*Multiple Regression Coefficients and Standardised Beta Values*

Model	B	Std. Error	Beta
(Constant)	1.785	2.948	
Physical Work Environment (X ₁)	.133	.087	.108
Human Resource Competency (X ₂)	.979	.090	.766

Source: Data processed by researchers (2026)

Effective and relative contribution analyses, calculated from the Beta values in Table 6 and bivariate correlation coefficients ($r = 0.639$ for X₁; $r = 0.841$ for X₂), are reported in Tables 7 and 8 respectively.

Table 7*Effective Contributions of Independent Variables to Work Effectiveness*

Variable	Effective Contribution
Physical Work Environment (X ₁)	$0,108 \times 0,639 \times 100\% = 6,9\%$
Human Resource Competency (X ₂)	$0,766 \times 0,841 \times 100\% = 64,4\%$
Total	71,3%

Source: Data processed by researchers (2026)

Table 8*Relative Contributions of Independent Variables to Work Effectiveness*

Variable	Relative Contribution
Physical Work Environment (X ₁)	$\frac{6,9\%}{71,3\%} = 9,7\%$
Human Resource Competency (X ₂)	$\frac{64,4\%}{71,3\%} = 90,3\%$
Total	100%

Source: Data processed by researchers (2026)

As demonstrated in Tables 7 and 8, the physical work environment (X₁) contributed an effective contribution of 6.9% and a relative contribution of 9.7% to work effectiveness. Human resource competency (X₂) contributed substantially more, accounting for an effective contribution of 64.4% and a relative contribution of 90.3%.

Discussion

The results of the partial t-test indicated that the physical work environment exerted a positive yet statistically non-significant influence on work effectiveness at TVRI Yogyakarta Station ($t = 1.530 < t_{table} = 1.982$; $p = 0.129 > 0.05$). This outcome diverges from the expectations derived from the AMO model, in which the physical work environment, as the representative of the opportunity element, was hypothesised to significantly influence work effectiveness. The finding aligns, however, with prior studies that similarly documented non-significant relationships. Anggraini et al. (2022) reported that spatial layout within the physical work environment did not significantly correlate with work effectiveness, suggesting that not all dimensions of the physical work environment exert uniform influence. Anis et al. (2023) further confirmed that the work environment exerted a positive but non-significant effect on work effectiveness.

These findings stand in contrast to Susilawati et al. (2023), who reported a significant positive relationship between the physical work environment and work effectiveness. The discrepancy across studies underscores the context-dependent nature of the physical work environment's influence and reinforces the conclusion that when other variables such as competency, work discipline, job satisfaction, or work motivation are present and dominant, the relative contribution of the physical work environment may be substantially attenuated.

Human resource competency was found to exert a positive and significant influence on work effectiveness ($t = 10.824 > 1.982$; $p < 0.001$). This finding aligns with the AMO model's proposition that the ability element constitutes a pivotal determinant of effective performance. The result corroborates prior empirical work: Goi et al. (2022) reported that employees with higher competency levels consistently demonstrate more optimal work effectiveness, particularly in quality-related indicators. Pera et al. (2025) documented a significant competency effect explaining 36.7% of variance in work effectiveness, while Aniswara et al. (2025) reported an even larger effect ($R^2 = 0.741$; $p < 0.001$) in their study of the Regional Financial Management Agency of Gowa Regency. Collectively, these findings establish that human resource competency plays a more strategically central and dominant role than the physical work environment in driving work effectiveness improvement.

When examined simultaneously, the physical work environment and human resource competency jointly exerted a significant positive influence on work effectiveness ($F = 136.959 > 3.08$; $p < 0.001$; $R^2 = 0.713$). Both predictors accounted for 71.3% of the variance in work effectiveness, with the remaining 28.7% attributable to external factors. The effective contribution of the physical work environment was 6.9% (relative: 9.7%), while human resource competency contributed 64.4% (relative: 90.3%), underscoring the markedly disproportionate influence of competency relative to the physical environment.

These simultaneous findings are broadly consistent with the AMO model's theoretical framework. However, the partial results reveal an important qualification: the AMO model does not appear to operate symmetrically in all organisational contexts. In the context of TVRI Yogyakarta Station a public broadcasting institution undergoing rapid digital transformation the ability element (human resource competency) emerged as the primary driver of work effectiveness, while the opportunity element (physical work environment) functioned in a secondary, supportive capacity. This asymmetry suggests that in knowledge-intensive and digitally transforming work settings, internal human capital endowments may exert a more decisive influence on effectiveness than externally provided physical conditions.

Conclusion

This study yields three principal conclusions. First, partial testing confirmed a positive yet statistically non-significant influence of the physical work environment on work effectiveness ($t = 1.530 < t_{table} = 1.982$; $p = 0.129 > 0.05$). Second, partial testing confirmed a positive and significant influence of human resource competency on work effectiveness ($t = 10.824 > 1.982$; $p < 0.001$). Third, simultaneous testing confirmed that both variables jointly exerted a positive and significant influence on work effectiveness ($F = 136.959 > F_{table} = 3.08$; $p < 0.001$; $R^2 = 0.713$). The physical work environment contributed 6.9% effective and 9.7% relative contribution, while human resource competency contributed 64.4% and 90.3%, respectively. With respect to the AMO model, the findings reveal that: (1) the opportunity element (physical work environment) did not fully conform to theoretical expectations; (2) the ability element (human resource competency) aligned with theoretical predictions; and (3) both elements combined produced a significant simultaneous effect. These results imply that the AMO model does not operate uniformly across all organisational contexts, particularly in public broadcasting institutions. In these settings, the ability element represents the dominant driver of work effectiveness, while opportunity serves as a complementary enabler. Several limitations should be acknowledged. The investigation was confined to two of the three AMO elements, leaving the motivation element unexamined. Furthermore, the exclusive focus on TVRI Yogyakarta Station constrains the generalisability of findings. Future research is encouraged to incorporate the motivation element to test the complete AMO framework and extend the investigation to a broader range of broadcasting institutions. On the basis of these findings, the following practical recommendations are offered to TVRI Yogyakarta Station management: (1) implement comprehensive soundproofing redesign of workspace layouts and maximise utilisation of available space; and (2) introduce intensive training programmes in time management and stress management, complementing the predominantly technical training currently offered. Employees are

also encouraged to maintain work consistency, proactively develop their competencies, preserve a conducive work environment, and strengthen adaptive capacity in the face of organisational change.

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