

The Effect of Work Environment and Competencies on Employee Performance at the Class III Port Administration Office in Barus, Central Tapanuli

Anita Maharani*, Heriani, Chairul

Universitas Terbuka, Indonesia

Email: anita.maharani@binus.edu*, heriani@ecampus.ut.ac.id, chairuel972@gmail.com

Keywords:

*Work Environment; Competence;
Employee Performance.*

ABSTRACT

This study examines the influence of work environment and employee competence on employee performance at the Class III Port Administration Office in Barus, Central Tapanuli. The research is motivated by the declining performance of employees, as indicated by low service satisfaction among port users, which highlights the importance of improving organizational factors that support employee productivity. The objective of this study is to analyze both the partial and simultaneous effects of work environment and competence on employee performance. A quantitative associative approach with an explanatory design was employed, involving 32 employees selected using total sampling. Data were collected through questionnaires and interviews and analyzed using multiple linear regression with SPSS. The results show that competence ($\beta = 0.401$; $t = 5.405$; $p < 0.05$) and work environment ($\beta = 0.328$; $t = 4.220$; $p < 0.05$) have a positive and significant effect on employee performance. Simultaneously, both variables significantly influence performance ($F = 31.247$; $p < 0.05$) with a coefficient of determination (R^2) of 0.679, indicating that 67.9% of performance variation is explained by the model. The study concludes that improving employee competence and creating a conducive work environment are essential strategies to enhance employee performance and service quality.

INTRODUCTION

Human resources (HR) refers to resources related to the workforce or employees who work in an organization or company. HR encompasses various aspects related to the workforce, including the qualifications, experience, skills, knowledge, and expertise possessed by employees. HR also includes the management processes of the workforce within the company, including recruitment, selection, training, development, work management, and employee payroll (Ratnasari et al., 2020; Samuel et al., 2021; Subardjo et al., 2023). The main goal of human resource management is to ensure that the company has a qualified, skilled, and productive workforce that can help achieve business goals and improve the company's performance (Hanifan & Dihan, 2024).

Human resources are the main element in supporting organizational activities. The management process in an organization, which includes planning, managing, and organizing, requires human resources (Syafri & Alwi, 2014; Telaumbanua et al., 2024; Tsauri, 2013). The rapid advancement of technological and scientific innovation has given rise to a new paradigm, shifting from human resources to human capital (Barus, 2025; Hamid et al., 2013; Noe et al., 2017). Human capital is one of the main components of intellectual capital (an intangible asset),

where employees are currently seen as capital or intangible assets that have many advantages (Ahmadi et al., 2023).

Organizations need to have high-quality and highly competitive resources so that they can produce strong performance Ahmadi et al., (2023). Employee performance is one of the indicators of the success of an organization or company (Diamantidis & Chatzoglou, 2019). Employee performance can affect an organization's productivity, efficiency, and effectiveness (Ifansyah, 2017; Khaeruman et al., 2021; Melvani & Utami, 2023). In helping companies achieve their goals, employee performance is one of the main elements that determines organizational success. Employee performance is currently assessed based on work results and achievements in relation to benchmarks set by the company. The better the performance of employees in a company, the better the performance of the company. This is because employees with high performance will exert their best efforts for the company so that all its goals are achieved (Dewi & Winarno, 2024).

Employee performance is essential to determine the extent of an employee's ability to carry out assigned tasks. Each job has specific criteria. One of the aspects that must be considered in the implementation of work is the achievement of strong performance, in accordance with established performance standards and aligned with the vision and mission of the organization (Ahmadi et al., 2023).

In fostering high employee performance, companies need to implement several strategies, such as providing a comfortable work environment, offering opportunities for self-development to enhance employee competencies, ensuring effective communication, and giving rewards and recognition. A comfortable and safe work environment enables employees to work diligently and enthusiastically, which in turn increases productivity, well-being, and job satisfaction (Dewi and Winarno, 2024).

In practice, the work environment is one of the most important elements in the workplace. A conducive work environment enables organizations or institutions within the governmental social system to achieve optimal outcomes from their planned activities (Al-Omari & Okasheh, 2017; Anitha, 2014). Employees who feel comfortable in their work environment tend to perform their tasks more smoothly, thereby improving performance. Conversely, an inadequate and unsupportive work environment can lead to decreased motivation, quicker fatigue, and reduced performance (Ahmadi et al., 2023; Hanifan & Dihan, 2024).

In addition, employee competencies are also crucial in improving performance. Organizations are required to remain competitive by developing appropriate strategies and policies while strengthening organizational capacity and resources (Paaais & Pattiruhu, 2020). The principle of “the right person in the right place” helps ensure that positions align with employees’ competencies so they can work optimally (Ahmadi et al., 2023). Employee competence refers to the knowledge, skills, attitudes, and other characteristics that align with employees’ duties and responsibilities (Dewi and Winarno, 2024).

The Barus Class III Port Operator Unit Office is located in Barus District, Central Tapanuli Regency, North Sumatra. This office is responsible for regulating, controlling, and supervising port activities; providing port services for ports that have not been commercially operated; supervising shipping safety and security; and certifying shipworthiness. Barus Port is a local port located in Pasar Batu Gerigis Village, Barus District, Central Tapanuli Regency. This office consists of 32 employees assigned to four sections (personnel/administration,

municipal affairs, sea and port transportation traffic, and port facilities) and one functional position.

The duties of employees at the Barus Class III Port office depend on the standard operating procedures (SOPs) applicable to each role. In general, their responsibilities include providing and maintaining breakwaters, port basins, shipping channels, and navigational aids; ensuring the smooth flow of goods, passengers, and animals; delivering port services; and regulating, controlling, and supervising service businesses related to ports and water transportation.

Employee performance is an integral part of any organization or company and involves all stakeholders. Every organization closely monitors human resource performance to evaluate achievements against predetermined targets. This plays an important role as a reference for assessing employee quality and maintaining overall productivity. If employee performance is considered good, employees are entitled to receive appreciation or other rewards from the company. At the same time, employees also require feedback on their work results for future improvement. Therefore, achieving optimal employee performance requires strong work behavior (Hanan & Dihan, 2024).

Based on an initial survey conducted by the author at the Class III Barus Port Operator Unit Office, employee performance appears to be lacking. This is evident from the results of a satisfaction survey among port users. Reports on service quality indicate that the services provided by employees are still not satisfactory. Users reported that some employees are not responsive in addressing information needs, there are irregularities in the provision of queue numbers, brokers at the port negatively affect the community, and officers do not clearly explain service procedures to users (Report of the Port Operator Unit, 2025).

From the results of the initial survey and field observations, it can be concluded that the lack of satisfaction among port users is due to low employee performance. Employees with low job satisfaction tend to demonstrate poor performance, such as being slow, unfriendly, or lacking competence, which directly reduces user satisfaction. Initial interviews with five employees indicated that low performance is influenced by several factors, including an uncondusive work environment, such as inadequate facilities or work tools that cause discomfort. In addition, insufficient training and development contribute to low employee competence, which in turn reduces the productivity and efficiency of port services.

Based on the background described above, this study examines the influence of work environment and employee competence on employee performance at the Class III Port Administration Office in Barus, Central Tapanuli.

METHOD

This study used a quantitative associative design within an explanatory approach (Sugiyono, 2010). It aimed to examine the causal relationship between variables through hypothesis testing, specifically to determine the effect of the work environment and competence on employee performance at the Class III Barus Port Operator Unit Office, Central Tapanuli.

The population consisted of all employees at the Class III Barus Port Operator Unit Office, Central Tapanuli, totaling 32 individuals. This study applied a total sampling technique, in which all members of the population were included as the sample. Therefore, the sample

consisted of 32 employees from the Class III Barus Port Operator Unit Office, Central Tapanuli.

The validity test was conducted to assess whether the instrument accurately measured the variables under study. The test was performed by comparing the calculated correlation value (r-count) with the critical value (r-table) at a 5% significance level. An item was considered valid if the r-count was greater than or equal to the r-table; otherwise, it was considered invalid. The results of the validity test for the variables of employee performance, work environment, and competence were as follows:

Table 1. Validity Test of Performance Variables

Item	r item-total	Status
KIN_1	0,512	Valid
KIN_2	0,385	Valid
KIN_3	0,478	Valid
KIN_4	0,392	Valid
KIN_5	0,421	Valid

Table 2. Validity Test of Work Environment Variables

Item	r item-total	Status
LING_1	0,620	Valid
LING_2	0,432	Valid
LING_3	0,589	Valid
LING_4	0,401	Valid
LING_5	0,703	Valid

Table 3 Validity Test of Competency Variables

Item	r item-total	Status
KOM_1	0,601	Valid
KOM_2	0,455	Valid
KOM_3	0,587	Valid
KOM_4	0,390	Valid
KOM_5	0,428	Valid

The reliability test was conducted after the validity test to assess the consistency of the research instrument. Reliability was measured using the Cronbach's alpha technique, where an instrument was considered reliable if it had a coefficient of 0.60 or higher. A coefficient closer to 1.0 indicated better reliability. In general, a coefficient below 0.40 was considered poor, between 0.40 and 0.60 was considered moderate, and above 0.60 was considered good.

The results of the reliability test in this study are presented in the table below:

Table 4 Reliability Test (Cronbach's Alpha)

Construct	Alpha Cronbach	Remarks
KIN	0,78	Reliable (good)
LINGING	0,82	Reliable (good)
KOM	0,79	Reliable (good)

The data collection method used in this study was a field study, conducted by collecting data directly from employees who were the research subjects. The data obtained were primary data, collected through direct interaction with both the institution and respondents. Data were gathered using interviews, which involved direct communication with relevant parties, and questionnaires, which were distributed to respondents to obtain their responses.

The data analysis in this study began with classical assumption tests. The normality test was conducted to determine whether the data were normally distributed as a prerequisite for regression analysis. This test was performed using the Kolmogorov–Smirnov method in SPSS, where a significance value greater than 0.05 indicated a normal distribution, while a value less than 0.05 indicated a non-normal distribution (Latan & Temalagi, 2013; Sarjono & Julianita, 2011). Furthermore, the multicollinearity test was conducted to examine whether there was a correlation among independent variables in the regression model. This was assessed using the Variance Inflation Factor (VIF) and Tolerance values. A model was considered free from multicollinearity if the VIF value was less than 10 and the Tolerance value was greater than 0.10 (Sarjono & Julianita, 2011). The heteroscedasticity test was conducted to determine whether there was unequal variance in the residuals, using a scatterplot of standardized predicted values (ZPRED) and standardized residuals (SRESID). A model was considered free from heteroscedasticity if the points were randomly dispersed, and the Glejser test was used as a supporting statistical method (Sarjono & Julianita, 2011).

Multiple linear regression analysis was used to examine the effect of independent variables on the dependent variable. The regression model applied in this study was $Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$, where Y represents employee performance, X_1 represents competency, X_2 represents the work environment, β_1 and β_2 represent regression coefficients, and ε represents the error term. The t-test was used to determine the partial effect of each independent variable on the dependent variable, assuming other variables remained constant (Ghozali, 2011). The decision criteria were based on either the significance value or comparison between t-count and t-table: if t-count was less than t-table, H_0 was accepted and H_a was rejected; if t-count was greater than t-table, H_a was accepted and H_0 was rejected. The hypotheses tested in this study were that competence and work environment simultaneously affected employee performance at the Barus Class III Port Operator Unit Office, competence partially affected employee performance, and the work environment partially affected employee performance.

Finally, the coefficient of determination (R^2) was used to measure the extent to which the independent variables explained variation in the dependent variable. A value closer to 1 indicated that the model had strong explanatory power, while a value closer to 0 indicated limited explanatory ability (Ghozali, 2011; 2016).

RESULTS AND DISCUSSION

A. Research Results

1. Descriptive Respondents

a. Gender

Based on the results of the study, the characteristics of the respondents were obtained based on gender, namely:

Table 5

Characteristics of Respondents by Gender

No	Gender	Frequency	%
1	Male	24	75
2	Women	8	25
Quantity		32	100

From Primary Data Processed (2026)

Based on table 1 above from the results of the research that the researcher researched at the Barus Class III Port Operator Unit Office, Central Tapanuli Regency, it is known that of the 32 respondents, most men dominated in the office, namely 24 respondents (75%) and the remaining 6 respondents were female (25%).

b. Age

Based on the results of the study, the characteristics of the respondents were obtained based on age, namely:

Table 6

Characteristics of Respondents by Age

No	Age	Frequency	%
1	20 - 30 years	11	34,4
2	31 - 40 years old	20	62,5
3	> 40 years old	1	3,1
Quantity		32	100

From Primary Data Processed (2026)

Based on table 4.2 above, it is known that of the 32 respondents, the majority are aged 31-40 years, namely 20 people (62.5%) and those aged 20-30 years are 11 people (34.4%), while those aged > 40 years are 1 person (3.1%).

c. Education

Based on the results of the study, the characteristics of the respondents based on education were obtained, namely:

Table 7

Characteristics of Respondents Based on Education

No	Education	Frequency	%
1	SLTP	0	0
2	High School	10	31,3
3	Diploma III	12	37,5
4	Bachelor	9	28,1
5	Postgraduate	1	3,1
Quantity		32	100

From Primary Data Processed (2026)

Based on table 3 above, it is known that the majority of employee education at the Office of the Class III Barus Port Operator Unit in Central Tapanuli Regency, namely Diploma III (D3) as many as 12 people (37.5%), high school as many as 10 people (31.3%), Bachelor (S1) as many as 9 people (28.1%) and with S2 Education only 1 person (3.1%).

d. Working period

Based on the results of the study, the characteristics of the respondents were obtained based on the length of service, namely:

Table 8

Characteristics of Respondents Based on Length of Service

No	Tenure	Frequency	%
1	<1 year	4	12,5
2	1-5 years	9	28,2
3	6-10 years	6	18,7
4	>10 years	13	40,6
Quantity		32	100

From Primary Data Processed (2026)

Based on table 4 above, it is known that the majority of the working period of employees at the Class III Barus Port Operator Unit Office of Central Tapanuli Regency is >13 people (40.6%) for 10 years (40.6%), 9 people (28.2%) for 1-5 years of service, 6-10 years for 6 people (18.7%) and with a 1-year < service period of 4 people (12.5%).

e. Employment Status

Based on the results of the study, the characteristics of the respondents were obtained based on employment status, namely:

Table 9

Characteristics of Respondents Based on Employment Status

No	Employment status	Frequency	%
1	PNS	18	56,3
2	PPNPN/Honorary	2	6,2
3	PPPK	12	37,5
Quantity		32	100

From Primary Data Processed (2026)

Based on table 5 above, it is known that the majority of employee employment status at the Class III Barus Port Operator Unit Office of Central Tapanuli Regency is 18 civil servants (56.3%), PPPK as many as 12 people (37.5%), and PPNPN/Honorary as many as 2 people (6.2%).

2. Classic Assumption Test

a. Normality Test

The Normality Test is a test of the normality of data distribution. This test is the most widely performed test for parametric statistical analysis. The normality test is carried out as a condition for regression analysis, useful to see whether the data that has been collected has a normal distribution or not. A good regression analysis is a regression model that is normally distributed (Latan and Temalagi 2013).

The normality test was carried out using the One-Sample Kolmogorov Smirnov Test statistical test. This test is used to find out whether each variable has a normal distribution or not. The criteria used are through the Asymp. Sig (2-Tailed). Measurement by comparing Asymp. Sig(2-Tailed) with a specified alpha value of 5%, so that if the value of Asymp. Sig(2-tailed) >0.05 then it is concluded that the data comes from a normally distributed population.

The results of the normality test in this study were obtained with a p-value = 0.200, which means that it is greater than the alpha value (0.05), $0.200 > 0.05$ in other words, each variable in this study is normally distributed.

b. Multicollinearity Test

Multicollinearity tests are needed to determine whether there are independent variables that have similarities with other independent variables in a model. The detection of multicollinearity in a model can be seen from the value of Variance Inflation Factor (VIF) < 10.00 and the Tolerance value of > 0.10 , so the model can be said to be free from multicollinearity.

From the results of this study, it is known that the VIF value is 1.032, which means it is smaller than 10 or $VIF\ 1032 < 10$, in other words, there is no serious multicollinearity, or it can be concluded that the multiple regression model is free from the Multicollinearity test or does not multicollinearity.

c. Heteroscedasticity Test

To find out whether there are symptoms of heteroscedasticity in a regression, it can be reviewed in several ways, namely from the scatter plot graph (ZPRED dependent prediction value, with residual SRESID) and the Glejser test. A model is free from the symptoms of heterogeneity if the scatter plot graph is scattered, and vice versa a model has a symptom of heteroskedasticity if the scatter plot graph is focused or not spreading. Meanwhile, in the Glejser test, if the significance value of all independent variables is not statistically significant ($p > 0.05$), then it can be said that the regression equation model does not experience heteroskedasticity.

In this study, based on the results of the heteroskedasticity test using the Glejser test, the significance value of the competency variable is p-value $0.324 > 0.05$ and the work environment variable p-value $0.287 > 0.05$. Therefore, it can be concluded that the two variables are free from the symptoms of heteroskedasticity (heteroskedasticity does not occur) and meet one of the prerequisites for the Multiple Linear Regression test.

d. Multiple Linear Regression Analysis

In this study, multiple regression analysis was used to determine the influence of Competence and Work Environment on employee performance at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency.

Based on the results of the statistical test, the multiple regression equation can be described as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e$$

$$KIN_Total = 3,142 + 0,401(Kom_Total) + 0,328 (LING_Total)$$

From the multiple linear regression equation above, it can be explained as that the value of the constant (α) has a positive value of 3.142, meaning that it shows a codirectional influence between the independent variable and the dependent variable.

e. T test (Partial)

The t-test aims to find out whether the independent variable or the independent variable (X) partially (on its own) affects the bound variable or the dependent variable (Y). In this study, the t-test was carried out to determine the significance of the influence of independent variables, namely Competence and Work Environment on dependent variables, namely employee performance at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency (Y). The following are the results of the statistical test of the research results, namely:

No	Hypothesis	Coefficient	t-count	p-value	Verdict
1	Competencies → Performance	0,401	5,405	0,000	Significant
2	Work Environment → Performance	0,328	4,220	0,000	Significant

Based on the above results, it is known that the t-value of the competency variable is 5.405 and the t-value of the work environment variable is 4.220. The applicable provision is that if $T\text{-count} > T\text{-table}$, an alternative hypothesis (H_a) is accepted (significant/influential). If $T\text{-count} < T\text{-table}$, the null hypothesis (H_0) is accepted (insignificant/insignificant). To find the t-table value, namely by looking at the df (n-2) and α (0.05) values, the df value in this study is 30 and the result of the t-table value is known to be 1,697.

From the calculation results for the competency variable, namely the t-calculated value $>$ the t-table value or ($5,405 > 1,697$) and for the work environment variable, which is $4,220 > 1,697$. Because the value of t-count is greater than the t-table, it can be concluded that there is an influence of competence and work environment on employee performance at the Office of the Class III Barus Port Operator Unit, Central Tapanuli Regency. In addition to comparing t-calculated and t-table values, it is also seen from the significance value (Sig. or p-value). From the results of the statistical test, it is known that the p-value for the competency and work environment variables is 0.000, which means that it is smaller than the value of α (0.05), so it can be concluded as follows:

- 1) The competency variable \rightarrow Performance = p (0.000) $<$ 0.05, then it can be concluded that competence has a significant positive effect on performance.
- 2) The variable of the work environment \rightarrow Performance = p (0.000) $<$ 0.05, then it can be concluded that the work environment has a significant positive effect on performance.

f. F Test (Simultaneous)

The F test is used to determine the effect of the independent variables together (simultaneously) on the bound variables. Significant means that the relationship that occurs can apply to the population. The use of the significance level varies, depending on the researcher's wishes, namely 0.01 (1%); 0.05 (5%) and 0.10 (10%). The results of the F test are seen in the ANOVA table in the sig column we use a significance level of 5% (0.05), if the probability value $<$ 0.05, then it can be said that there is a significant influence together between the independent variables on the bound variables, and if the significance value $>$ 0.05 then there is no significant influence together between the independent variables on the bound variables. In addition, it can be seen by comparing the F calculation and F tables (critical values). If F calculates $>$ F table, then the significant regression model or the free variable has a

simultaneous effect. The F-value of the table is searched based on the free degrees of the numerator ($df_1 = k-1$) and denominator ($df_2 = n-k-1$) at a significance level of 0.05.

From the results of the simultaneous significance test (F test) in this study for the variables of Competency and work environment, $F = 31.247$ with $p = 0.000$ was obtained. Based on these results, it can be seen in two ways, namely:

- 1) Significant model = $p (0.000) < 0.05$, then it can be concluded that there is a significant influence together between competency variables and work environment on employee performance at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency.
- 2) From the results of the comparison of the values of F calculation and F table = 31.247 (F calculation), 4.18 (F table), then $31.247 > 4.18$, which means that competency variables and work environment simultaneously affect the performance of employees at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency.

g. Coefficient of Determination

The determination coefficient test was carried out to find out how much endogenous variables were simultaneously able to explain exogenous variables. The higher the value of R_2 means the better the prediction model of the proposed research model. The determination coefficient test (R_2) was performed to determine and predict how large or important the influence contribution given by the independent variables together to the dependent variables. The value of the coefficient of determination is between 0-1 (or 0-100%). If the value is close to 1, it means that the independent variable provides almost all the information needed to predict the dependent variable or the stronger the influencer. However, if the value of R_2 is getting smaller, it means that the ability of independent variables to explain dependent variables is quite limited (Ghozali, 2016).

The terminated coefficient (R^2) is read as the percentage of the ability of the independent (free) variable to explain the variation of the dependent (bound) variable. The result of the terminated coefficient (R^2) in this study was $R^2 = 0.679$ (67.9%), this means that the competency variable and the work environment simultaneously affected performance by 67.9%. While the rest ($100\% - 67.9\% = 32.1\%$) were influenced by other variables or variables that were not thorough.

B. Discussion

1. The Effect of Competency on Employee Performance at the Office of the Class III Barus Port Operator Unit, Central Tapanuli Regency.

Based on the results of the study, it is known that the competence of employees at the Class III Barus Port Operator Unit Office of Central Tapanuli Regency is good. And from the results of the partial significance test, the Competency variable has a positive and significant influence on the performance of employees at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency. In running a company either on a small or large scale with a wide scope and human resources with diverse backgrounds, an effective reference is needed to harmonize the system in working so that the vision and mission of a company can be achieved.

The results of this study are in line with research conducted by Ahmadi and Badaruddin (2023) which states that the work environment, employee competence and work-life balance have a positive effect on employee performance.

According to Simanjuntak (2011), individual performance is influenced by 3 factors, namely organizational support, individual competence and management support. Management support is in the form of a leader's role in regulating, managing the work system and developing worker competencies as well as fostering the motivation of all employees to work optimally. The competencies possessed by employees are also important in improving employee performance. Organizations are required to always be able to compete by developing the right strategies and policies and strengthening the capacity of the organization and its resources. The principle of *the right man on the right place* can determine a position that is in accordance with the competencies of the employee so that they can work optimally.

According to Mangkunegara (2015:4) in Andayani (2019) it is stated that competence is an ability to carry out or do a job based on skills and knowledge and supported by the work attitude demanded by the job.

From the results of the study, it is known that the competence of employees at the Class III Barus Port Operator Unit Office of Central Tapanuli Regency is good, but there are still those who lack confidence in carrying out the tasks given by the leadership. This happens to employees who are still with a working period of <1 year and with D3 Education. Employees who already have skills will be able to complete the work given at one time. And skilled employees will be able to work together as a team with other colleagues. But there are still some employees in the office who still do not have optimal skills, this can also be seen from the way they communicate both orally and in writing and from the researcher's observation there are several employees who have not been able to do several tasks at once. Only a small number of employees can be creative at work.

Employee competence can be seen from several indicators such as knowledge, skills, and attitudes and motives or encouragement, this is one of the factors that affect the improvement of performance achievements. The better the employee competence will make a positive contribution to improving employee performance as seen from the quality of work, quantity of work, timeliness and independence at work. Employees with good competence will have the ability to carry out their duties professionally. In carrying out work, it is necessary for employee competencies in accordance with their abilities and skills and in accordance with the field of work being done.

2. The Influence of Work Environment on Employee Performance at the Office of the Class III Barus Port Operator Unit, Central Tapanuli Regency.

Based on the results of the research, it is known that the work environment affects the performance of employees at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency. And in general, the work environment in the office is good. A comfortable and safe working environment and good employee competence can realize employee performance as expected by the company.

The results of this study are in line with the research of Dewi and Winarno (2024) which states that the work environment has a significant effect partially or separately on employee performance at PT Sarana Majukan Ekonomi Finance Indonesia.

In helping companies achieve their goals, of course, employee performance is one of the main elements that determine the success of a company. Employee performance at this time is assessed as the result of work and employee achievement based on the benchmarks that have been set by the company. In forming high employee performance, companies need to provide

a comfortable and safe work environment so that employees can work hard and enthusiastically, this also has an impact on increasing productivity, welfare, and employee satisfaction at work. The work environment can be understood as the situation and conditions of employees during work and can affect both the employee and the employee. A positive and conducive work environment can significantly improve employee performance (Dewi and Winarno, 2024).

The work environment is a good and pleasant work environment and is also needed by the workforce to be able to improve performance so that it can provide good quality service to the community. According to Mangkunegara (2015), the work environment is everything that exists around workers that can influence them in carrying out the tasks assigned. The condition of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthily, safely, and comfortably. The suitability of the work environment can be seen as a result over a long period of time (Andayani, 2019).

A conducive work environment can provide a sense of security and allow employees to be able to work optimally. The work environment can affect the emotional well-being of employees. In fact, the work environment is one of the most important elements in the world of work, this is because with a conducive work environment, a type of company or institution in the social system of government will get maximum fairness from the plans that have been carried out (Hanifan and Dihan, 2024).

Based on research in the field and from observations, the researcher sees that the physical work environment owned by employees at the Class III Barus Port Operator Unit Office, Central Tapanuli Regency is quite good, such as the existence of tables, chairs, cabinets and so on. But according to the respondents, there are some shortcomings in their work environment such as air conditioning in the room that is still lacking, and if anything is damaged, it is not immediately repaired, affecting the circulation of incoming air. And there are some male employees who smoke in the work room, causing discomfort at work. For work relationships with fellow colleagues is good even though there are several employees who compete with each other in working to win the heart of the leader but still in the right way. This can be seen when they have difficulties helping each other and accepting every criticism given by their colleagues.

CONCLUSION

The study on employee performance at the Class III Barus Port Operator Unit Office in Central Tapanuli Regency found that both competence and the work environment had a significant effect on employee performance, with each variable showing a significance value of 0.000. Simultaneously, these factors were proven to influence overall employee performance within the agency. Based on these findings, it was recommended that the agency enhance employee knowledge through training and technical guidance, improve work facilities such as computers and air conditioning, provide recognition for high-performing employees, and offer regular guidance on discipline and teamwork. For future research, it is suggested that researchers ensure better preparation in the data collection process and consider examining additional variables—such as leadership style, motivation, or organizational culture—to provide a more comprehensive understanding of factors influencing employee performance.

REFERENCE

- Ahmadi, Badaruddin, & Daud. (2023). Pengaruh Lingkungan Kerja Dan Kompetensi Pegawai Terhadap Kinerja Pegawai Melalui Work Life Balance Pada BPK Perwakilan Provinsi Sulawesi Selatan. *Journal Cash Flow*, 2(1).
- Al-Omari, K., & Okasheh, H. (2017). The Influence of Work Environment on Job Performance: A Case Study of Engineering Company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544–15550. <https://doi.org/10.37622/IJAER/12.24.2017.15544-15550>
- Anitha, J. (2014). Determinants of Employee Engagement and Their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Barus, U. P. P. (2025). *Laporan Hasil Pelaksanaan Survei Mandiri Persepsi Antikorupsi Dan Survei Persepsi Kualitas Pelayanan*.
- Dewi, & Winarno. (2024). Pengaruh Lingkungan Kerja Dan Kompetensi Karyawan Terhadap Kinerja Karyawan Pada PT Sarana Majukan Ekonomi Finance Indonesia. *Jurnal Manajemen Dan Bisnis*, 3(2).
- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors Affecting Employee Performance: An Empirical Approach. *International Journal of Productivity and Performance Management*, 68(1), 171–193. <https://doi.org/10.1108/IJPPM-01-2018-0012>
- Hamid, R. A., Alipour, H., Safari, A., & Tabibi, J. (2013). Relationship between Working Environment and Employee Performance. *International Journal of Academic Research in Business and Social Sciences*, 3(3), 318–328. <https://doi.org/10.6007/IJARBSS/v3-i3/506>
- Hanifan, & Dihan. (2024). Pengaruh Lingkungan Kerja dan Kompetensi terhadap Kinerja Karyawan melalui Disiplin Kerja di Perusahaan Umum Daerah Obyek Wisata Taman Kyai Langgeng. *Selekta Manajemen: Jurnal Mahasiswa Bisnis & Manajemen*, 3(1).
- Ifansyah, M. N. (2017). Pengaruh Kemampuan Sumber Daya Manusia (SDM) Terhadap Kualitas Pelayanan Publik Pada Kantor Kecamatan Murung Pudak. *E-Jurnal Administrasi Publik & Administrasi Bisnis*, 2(1), 35–44.
- Khaeruman, Marnisah, Idrus, Irawati, & al., et. (2021). *Meningkatkan Kinerja Manajemen Sumber Daya Manusia Konsep & Studi Kasus*. Penerbit A.A Rizky.
- Melvani, & Utami. (2023). Pengaruh Lingkungan Kerja, Kompetensi Dan Budaya Organisasi Terhadap Kinerja Karyawan PT. Aek Tarum Pks Belida Sampoerna Agro, Sumatera Selatan. *Equivalent: Journal of Economic, Accounting and Management*, 1(2).
- Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2017). Human Resource Management: Gaining a Competitive Advantage. *Journal of Human Resources*, 52(1), 1–30. <https://doi.org/10.3368/jhr.52.1.0114-6268R1>
- Paais, M., & Pattiruhu, J. R. (2020). Effect of Motivation, Leadership, and Organizational Culture on Satisfaction and Employee Performance. *Journal of Asian Finance, Economics and Business*, 7(8), 577–588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Ratnasari, Nasrul, Nurdin, & Susilowati. (2020). *Manajemen Kinerja Karyawan*. Forum Pemuda Aswaja.
- Samuel, Warella, Revida, Abdillah, & al., et. (2021). *Penilaian Kinerja Sumber Daya Manusia*. Penerbit Yayasan Kita Menulis.
- Subardjo, Zulkarnaen, & Suwarna. (2023). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan (Studi Pada Divisi F&B Yogya Sunda Heritage 60 Bandung). *Jurnal Manajemen Diversifikasi*, 3(3).
- Sugiyono. (2010). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Alfabeta.
- Syafri, W., & Alwi. (2014). *Manajemen Sumber Daya Manusia Dalam Organisasi Publik*.

IPDN PRESS.

Telaumbanua, Halawa, Silitonga, Sukardi, Zega, & al., et. (2024). *Manajemen Kinerja: Mengurai Konsep dan Menerapkan Teori*. Media Sains Indonesia.

Tsauri, S. (2013). *Manajemen Sumber Daya Manusia*. STAIN Jember Press.