The Effect of Work Environment, Organizational Climate, Competence, and Workload on Employee Performance at North Sumatra PMD, Dukcapil Office

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ABSTRACT
This research analyzes the influence of work environment, organizational climate, competence, and workload on employee performance at the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province. Information was collected from seventy respondents and analyzed quantitatively using multiple linear regression. The findings show that the work environment has a significant negative effect on employee performance. Meanwhile, organizational climate, competence, and workload were found to have a positive and significant effect on employee performance. Simultaneously, these four factors significantly affect employee performance. The results highlight the need for improvements in the work environment, organizational climate, competence, and workload management for enhanced employee performance.

Keywords : Work Environment, Organizational Climate, Competence, Workload, Employee Performance.

INTRODUCTION

High-quality public service has become an undeniable demand for government agencies, including the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province. The performance targets that this agency must achieve in the coming period increasingly push for the need to enhance sustainability in all operational aspects to achieve efficiency, transparency, and accountability.

Performance agency Target

No.	Indikator	Satuan	Baseline	Target Tahun						Perangkat Daerah
			Tahun 2024	2025	2026	2027	2028	2029	2030	Penanggung Jawab
	Administrasi Kependudukan dan Pencatatan Sipil									
	Persentase kepemilikan Dokumen kependudukan di Provinsi Sumatera Utara (KTP El, IKD, KIA, dan Akte Kelahiran, Buku	persen	56.28%	62.99%	65.46%	67.20%	70.04%	72.44%	74.92%	Dinas Pemberdayaan Masyarakat dan Desa, Kependudukan dan Pencatatan sipil
	Penyajian data kependudukan skala Provinsi dalam satu tahun	persen	100%	100%	100%	100%	100%	100%	100%	Dinas Pemberdayaan Masyarakat dan Desa, Kependudukan dan Pencatatan sipil
	Pemanfaatan data kependudukan	persen	12%	19%	26%	32%	39%	45%	52%	Dinas Pemberdayaan Masyarakat dan Desa, Kependudukan dan Pencatatan sipil
	Pemberdayaan Masyarakat dan Desa									
	Persentase pengentasan desa tertinggal	persen	24.08%	17.18%	20.64%	26.17%	35.46%	54.94%	100%	Dinas Pemberdayaan Masyarakat dan Desa, Kependudukan dan Pencatatan sipil
	Persentase peningkatan status desa mandiri	persen	14.11%	15.24%	16.41%	17.71%	19.17%	20.81%	22.67%	Dinas Pemberdayaan Masyarakat dan Desa, Kependudukan dan Pencatatan sipil
	Persentase Desa Mandiri (%)	persen	3.10%	5.87%	8.64%	11.41%	14.18%	16.95%	19.72%	Dinas Pemberdayaan Masyarakat dan Desa, Kependudukan

The achievement of service standards and performance targets is highly dependent on individual employee performance. However, this performance is not merely the result of personal ability; various internal organizational factors also play a significant role. Although its primary function is to coordinate with related agencies at the district/city level, acting as an extension of the central government in supporting community development and civil administration, the quality and performance of its employees remain essential. This agency undertakes complex and broad-ranging tasks, making the quality of its employees' performance highly determinant of the effectiveness of its role. This study focuses its analysis on the Influence of Work Environment, Organizational Climate, Competence, and Workload on Employee Performance, which are key pillars that collectively affect performance in terms of both productivity and quality of work. This location was chosen due to good data accessibility, the ease of conducting the research, and active support from the agency for academic activities.

The problems identified in this study include the role of a work environment in supporting the physical and psychological aspects that can foster employee productivity, as well as the crucial role of organizational climate in shaping employee behavior and attitudes. Furthermore, employee competence is another crucial factor influencing performance, and workload has the potential to either increase or decrease employee performance.

Based on the issues identified, this research aims to investigate the individual and collective effects of these variables. This study seeks to examine the influence of work environment on employee performance; explore how organizational climate affects employee performance; assess the role of competence in shaping employee performance; analyze the effect of workload on employee performance; and examine the collective impact of all four factors on employee performance. These objectives are addressed by the research questions: How does the work environment influence employee performance? How does organizational climate affect employee performance? How does competence influence employee performance? How does workload affect employee performance? And how do these four factors collectively affect employee performance?

The findings of this research are expected to provide relevant data that can serve as a strategic reference and a basis for consideration in the ongoing efforts to improve employee performance within the agency. For the author, this research aims to enhance their insight and academic knowledge while fulfilling a prerequisite for the S1-Management program at the Faculty of Economics, Universitas Prima Indonesia. It is also hoped that the findings will become new literature and an additional academic resource for the S1-Management study program, especially in the field of Human Resource Management, and serve as a basis for comparison for future researchers addressing similar or relevant issues.

LITERATUR REVIEW

Work Environment

According to Fik, et al. (2022), the work environment refers to the conditions around the office that provide a sense of security and pleasantness, making employees feel comfortable working, both physically and non-physically. Hanasya (2016) highlights key indicators of a work environment, including workplace facilities, office comfort, safety, and the absence of noise. A well-managed and supportive work environment, characterized by these factors, is crucial for fostering employee morale and, as a result, enhancing their productivity and performance.

Organizational Climate

According to Kusnan (as cited in Darodjat, 2015), organizational climate is a measurable aspect of the work environment that has a direct impact on individual employees and their tasks. Darodjat (2015) identifies key indicators of organizational climate, including responsibility, individual characteristics within the organization, warmth among employees, support, and problems. A positive organizational climate, characterized by strong support and warmth, fosters a sense of

belonging and psychological safety, which in turn can significantly enhance employee motivation and overall performance.

Competence

According to Wibowo (2017:271), competence is the expertise that enables an individual to perform tasks or jobs, supported by the necessary mastery of knowledge, skills, and work attitudes. Wibowo (2014:273) identifies key indicators of competence, which include knowledge, skills, self-concept, traits, and motives. These components are essential for ensuring that employees not only have the ability but also the drive and personality to excel in their roles, directly contributing to their overall performance and the success of the organization.

Workload

According to Siswanto (as cited in Ellyzar & Yunus, 2017), workload can be defined as an analytical tool or management capability used to determine the volume of tasks and work to be handled by a company or individual within a specific period, in order to evaluate the efficiency and effectiveness of an organizational unit's performance. Putra (as cited in Rolos et al., 2018) identifies several key indicators of workload, including time utilization, working conditions, and the work targets that must be achieved. A balanced workload is essential for sustaining high performance, as both underloading and overloading can have negative consequences on employee productivity and well-being.

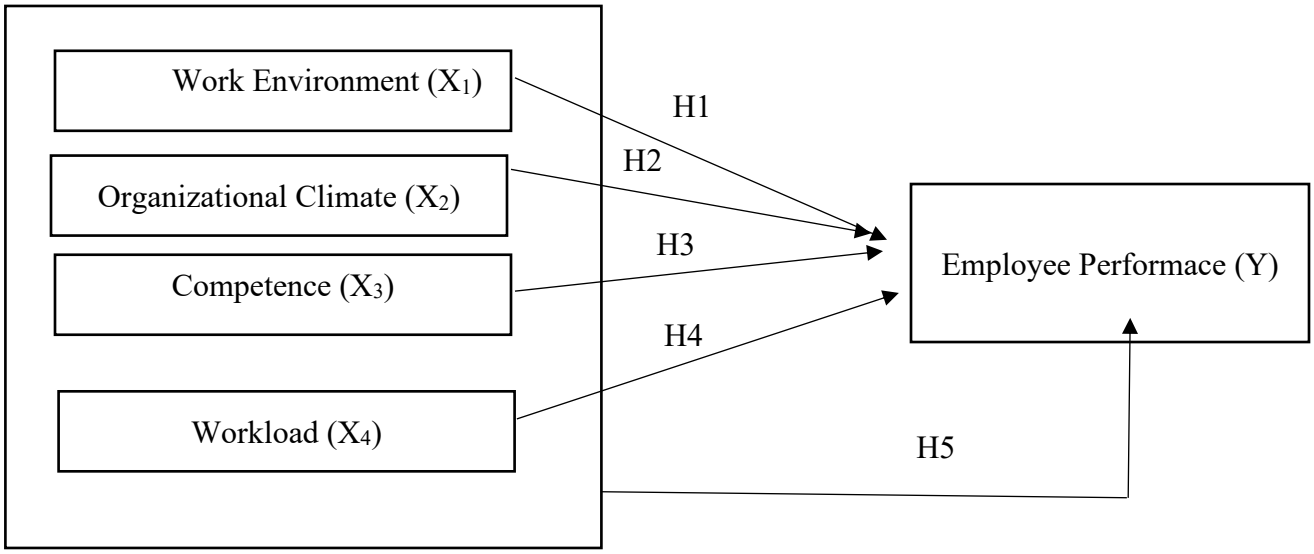
Employee Performance

According to Sinambela (2016:6), performance is defined as a person's ability to do something with a certain expertise, specifically referring to an employee's proficiency in performing their tasks or work. Moeheriono (2014:113) outlines key performance indicators, which include productivity, quality, effectiveness, timeliness, efficiency, and safety. These indicators are crucial for a comprehensive and holistic assessment of an employee's contribution, providing a clear measure of how well they meet their professional objectives and organizational standards.

Conceptual Framework and Research Hypotheses

Based on the theoretical discussion, this study proposes a conceptual framework that examines the influence of several independent variables on employee performance. The framework illustrates that the Work Environment (X_1), Organizational Climate (X_2), Competence (X_3), and Workload

(X_4) collectively and individually influence Employee Performance (Y). The relationships are depicted in the figure below :



Based on the conceptual framework, the research hypotheses are formulated as follows :

H1 : The work environment affects employee performance at the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province.

H2 : Organizational climate affects employee performance at the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province.

H3 : Competence affects employee performance at the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province.

H4 : Workload affects employee performance at the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province.

H5 : The work environment, organizational climate, competence, and workload collectively affect employee performance at the Community and Village Empowerment, Population and Civil Registration Service of North Sumatra Province.

METHODS

This study employs a quantitative descriptive research method. According to Creswell (1994), quantitative research is a form of social inquiry that relies on theory testing, where variables are measured using numerical data and then statistically analyzed to verify theoretical predictions. The research was conducted at the Office of Community and Village Empowerment, Population and Civil Registration of North Sumatra Province, from August 2024 to March 2025.

Population and Sample

The population for this study consists of 124 employees. From this population, a sample of 70 employees was selected to participate in the research.

Data Collection and Data Sources

Data were collected using four methods: observation, interviews, questionnaires, and documentation. The data are categorized into two types: primary and secondary. Primary data were collected directly from observations, interviews, and questionnaires distributed to employees, while secondary data were sourced from company records, books, and previous research journals.

Data Analysis Techniques

The data were analyzed using several statistical methods, including descriptive statistics, classical assumption tests, and multiple linear regression analysis.

Validity and Reliability Tests

To determine the validity of the questionnaire, a validity test was conducted. A questionnaire item is considered valid if the test value is ≥ 0.30, and invalid if it is ≤ 0.030. Reliability was assessed using the Cronbach's Alpha coefficient, where an instrument is deemed reliable if the coefficient is > 0.6.

Classical Assumption Tests

Classical assumption tests were performed to ensure the data met the requirements for multiple linear regression. A normality test was conducted to determine whether the residuals in the regression model were normally distributed. Normality was assessed by examining the histogram and normal probability plots. Additionally, the Kolmogorov-Smirnov test was used, with data considered normally distributed if the significance level is > 0.05. A multicollinearity test was performed to check for high correlation among the independent variables, while a heteroscedasticity test was used to examine whether the residual variance remained constant across all observations.

Multiple Linear Regression and Hypothesis Testing

Multiple linear regression analysis was used to test the research model. The equation for the model is:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + b_4 X_4 + e$$

Where:

Y = Employee Performance a = Constant

B_1, b_2, b_3, b_4 = Regression Coefficients
X_1 = Work Environment
X_2 = Organizational Climate
X_3 = Competence
X_4 = Workload
e = Standard Error

The coefficient of determination (R^2) was used to assess the model's ability to explain the variance in the dependent variable. The F-test was utilized to determine if the independent variables collectively and significantly affect the dependent variable. The null hypothesis (H0) is accepted if the $F_{count} \leq F_{table}$, and the alternative hypothesis (Ha) is accepted if the $F_{count} > F_{table}$ at a significance level of $\alpha = 5\%$. The t-test was employed to determine the partial effect of each independent variable on the dependent variable. For the t-test, the null hypothesis (H0) is accepted if $t_{table} \leq t_{count} \leq t_{table}$, and the alternative hypothesis (Ha) is accepted if $t_{count} < t_{table}$ or $t_{count} > t_{table}$ at a significance level of $\alpha = 5\%$.

RESULTS

This section summarizes the data collected for the study in the form of descriptive statistics and reports the results of relevant inferential statistical analyses conducted to justify the conclusions. The validity of the research instrument was tested, and all statement items for all variables were found to be valid, with each r_{count} value consistently exceeding the r_{table} threshold of 0.235. Furthermore, the data collected from the questionnaire showed that respondent answers for each variable were dominated by the "Agree" or "Strongly Agree" categories. Specifically, statements for the Work Environment variable were dominated by an "Agree" response (27.12%), followed by "Neutral" (21.62%). The Organizational Climate and Competence variables were both dominated by "Agree" responses (29.6%), followed by "Strongly Agree" (22.2%). For the Workload variable, the "Agree" and "Strongly Agree" responses had an equal percentage (27.16%), followed by "Neutral" (21%). Lastly, Employee Performance was dominated by an "Agree" response (28.66%), followed by "Strongly Agree" (22.33%).

The relationship between the research variables can be explained through a multiple linear regression analysis. The resulting regression equation is: $Y=-5.551-0.279X1+0.053X2+1.026X3+0.800X4$. Based on the partial hypothesis testing (t-test), the relationship between the work environment and employee performance was found to be negative and significant (t_{count} -2.645 > t_{table} 1.997, sig. 0.010 < 0.05). In contrast, organizational climate was found to be not significant (t_{count} 0.536 < t_{table} 1.997, sig. 0.594 > 0.05). Meanwhile, competence (t_{count} 12.291 > t_{table} 1.997, sig. 0.000 < 0.05) and workload (t_{count} 6.020 > t_{table} 1.997, sig. 0.000 < 0.05) were both proven to have a strong, positive, and significant influence. Lastly, the simultaneous hypothesis test (F-test) showed that all four variables combined have a very strong and significant influence on employee

performance, with an Fcount of 143.022 far greater than the Ftable of 2.51 and a significance of 0.000.

Reporting Research Results

Validity and Reliability Test

The validity test of the research instrument was conducted to ensure the validity of each statement item in the questionnaire. With an r_{table} value of 0.235, obtained from N = 70 respondents (df = n-2), all statement items for all research variables were declared valid. This is because each r-count value consistently exceeded the threshold of 0.235, indicating that the research instrument has met the validity criteria and is ready to be used for data collection.

Table Results of Research Instrument Validity Test

Research Variables	Statement	rcount
Work Environment	1	0,445
	2	0,694
	3	0,807
	4	0,722
	5	0,566
	6	0,753
	7	0,645
	8	0,588
Organizational Climate	1	0,597
	2	0,640
	3	0,825
	4	0,777
	5	0,841
	6	0,717
	7	0,797
	8	0,662
	9	0,761
	10	0,833

Competence	1	0,651
	2	0,711
	3	0,670
	4	0,608
	5	0,747
	6	0,737
	7	0,754
	8	0,628
	9	0,740
	10	0,667
Workload	1	0,719
	2	0,821
	3	0,635
	4	0,732
	5	0,758
	6	0,757
Employee Performance	1	0,605
	2	0,659
	3	0,753
	4	0,777
	5	0,763
	6	0,684
	7	0,709
	8	0,726
	9	0,752
	10	0,565
	11	0,744
	12	0,656

Subsequently, the research instrument was also subjected to a reliability test to ensure its consistency.

Table Results of Reliability Testing on Research Instruments

Research Variables	Cronbach's Alpa	Information
Work Environment	0,797	Reliable
Organizational Climate	0,912	Reliable
Competence	0,873	Reliable
Workload	0,832	Reliable
Employee Performance	0,906	Reliable

As shown in the table above, all variables have a Cronbach's Alpha value exceeding 0.60. This indicates that the research instrument for each variable is reliable. Based on the results of the validity and reliability tests, it can be concluded that this research instrument is suitable for use in this study.

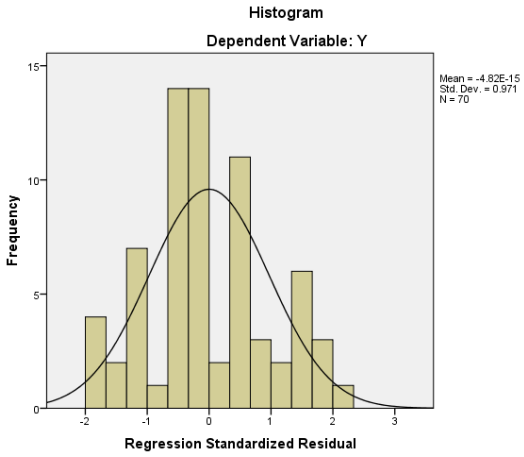
Classical Assumption Test

1. Normality Test

a. Residual Histogram

The analysis of the residual histogram shows the distribution of the standardized residuals. It is evident that most of the residuals are centered around the value 0, and the shape of the distribution resembles a normal curve. This indicates that the assumption of residual normality in the regression analysis is fulfilled.

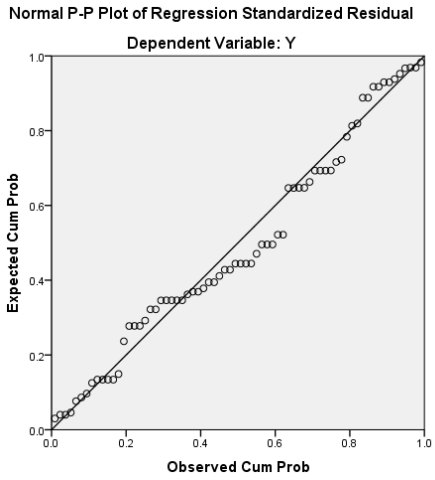
Figure Residual Histogram Display



b. Normal P-Plot Residual Graph

The results of the Normal Residual Probability test indicate that the distribution of elements representing the cumulative value of observations tends to follow the diagonal line. This shows that the residual distribution approaches a normal distribution, and therefore the normality assumption in this regression analysis is fulfilled.

Figure Residual Normal Probability Graph



c. Kolmogrov-Smirnov Test

The results of this test indicate an Asymp. Sig. (2-tailed) value of 0.197. Given that this significance value exceeds the significance level α = 0.05, the null hypothesis (which states that the residual distribution does not differ significantly from a normal distribution) fails to be rejected. Therefore, the residual data distribution is considered normal, which means the normality assumption in the regression analysis has been fulfilled.

Table Results of *One Sample Kolmogorov-Smirnov Test*

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Predicted Value
N		70
Normal Parameters[a,b]	Mean	48.5571429
	Std. Deviation	1.78661367
Most Extreme Differences	Absolute	.095
	Positive	.095
	Negative	-.072
Test Statistic		.095
Asymp. Sig. (2-tailed)		.197[c]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

2. Multicollinearity Test

This test was conducted to ensure there is no strong correlation among the independent variables in the regression model. The criteria for being free from multicollinearity are a **Tolerance value > 0.1** and a **VIF value < 10**.

Tabel Multicollinearity Test Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-5.551	2.748		-2.020	.048		
	Work Environment	-.279	.106	-.162	-2.645	.010	.417	2.399
	Organizational Climate	.053	.099	.043	.536	.594	.243	4.112
	Competence	1.026	.084	.832	12.291	.000	.342	2.922
	Workload	.800	.133	.301	6.020	.000	.630	1.588

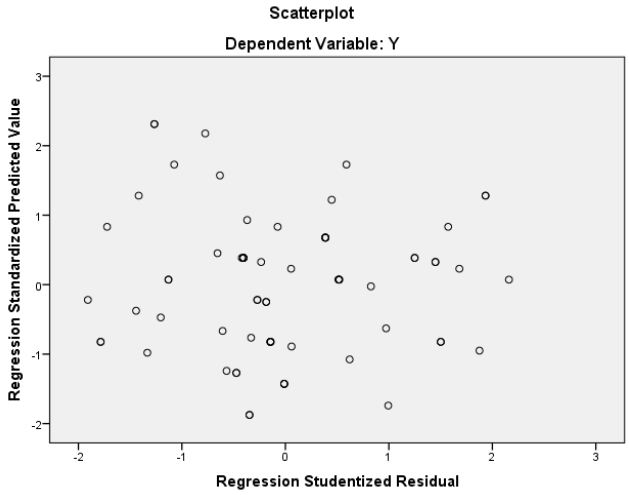
a. Dependent Variable: Employee Performance

The test results show that the Tolerance value for each independent variable entirely exceeds 0.1, and the VIF value for each variable is entirely less than 10. Therefore, it can be concluded that there are no signs of multicollinearity among the independent variables in this regression model.

3. Heteroscedasticity Test

This test was performed to check for the presence or absence of a similar variance of residuals in the regression model. The detection of heteroscedasticity is applied through the scatterplot method, with the criterion that heteroscedasticity does not occur if the points are scattered randomly, show no particular pattern, and are spread above and below the number 0 on the Y-axis.

Figure Heteroscedasticity Test Result



According to the scatterplot, the residuals are scattered randomly and do not display any systematic pattern indicating heteroscedasticity. Thus, the heteroscedasticity assumption is fulfilled.

Research Data Analisys

1. Research Model

To determine the magnitude of the influence of independent variables on the dependent variable, this study utilizes multiple linear regression analysis.

Table Multiple Linear Analysis Result

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.551	2.748		-2.020	.048
	Work Environment	-.279	.106	-.162	-2.645	.010
	Organizational Climate	.053	.099	.043	.536	.594
	Competence	1.026	.084	.832	12.291	.000
	Workload	.800	.133	.301	6.020	.000

a. Dependent Variable: Employee Performance

Based on the analysis, the resulting multiple linear regression equation is: Y=−5.551−0.279X1 +0.053X2+1.026X3+0.800X4

The interpretation of the multiple linear regression equation is as follows:

1. Constant Value (a) is -5.551. This value indicates the predicted employee performance when all independent variables are zero.
2. Work Environment Coefficient (b1) is -0.279 (sig = 0.010). This means that a one-unit increase in the work environment is correlated with an average decrease of 0.279 units in employee performance, assuming all other independent variables remain constant.
3. Organizational Climate Coefficient (b2) is 0.053 (sig = 0.594). As the significance value is greater than 0.05, the existing data does not support the conclusion that organizational climate has a significant influence on employee performance.
4. Competence Coefficient (b3) is 1.026 with a significance level of 0.000. This indicates that a one-unit increase in competence is correlated with an average increase of 1.026 units in employee performance, assuming all other independent variables remain constant.
5. Workload Coefficient (b4) is 0.800 with a significance level of 0.000. This indicates that a one-unit increase in workload is correlated with an average increase of 0.800 units in employee performance, assuming all other independent variables remain constant.

2. Coefficient Of Determination

The calculation of the Coefficient of Determination (R2) was conducted both simultaneously and partially. The findings of the simultaneous calculation can be seen in table.

Table Findings of Simultaneous Determination Coefficient Calculation

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.948[a]	.898	.892	.62047

a. Predictors: (Constant), Workload, Competence, Organizational Climate, Work Environment

b. Dependent Variable: Employee Performance

The results of the simultaneous calculation are presented in Table. The analysis shows an Adjusted R Square value of 0.892. This means that 89.2% of the total variance in the dependent variable (employee performance) can be explained jointly by the combination of work environment,

organizational climate, competence, and workload variables. The remaining 10.8% is likely influenced by external variables not included in this research model.
Furthermore, the calculation of the coefficient, partial determination is presented in table.

Table Findings of Partial Determination Coefficient Calculation

Model		Correlations		
		Zero-order	Partial	Part
1	(Constant)			
	Work Environment	.517	-.312	-.105
	Organizational Climate	.756	.066	.021
	Competence	.916	.836	.487
	Workload	.621	.598	.239

a. Dependent Variable: Employee Performance

The analysis of the partial coefficient of determination is presented in Table. The results of the analysis show that:

1. Work Environment has a correlation coefficient of -0.312 with employee performance, contributing 9.73%. The negative relationship indicates that a decrease in the work environment correlates with a decrease in employee performance.
2. Organizational Climate has a correlation coefficient of 0.066 with employee performance. The contribution is very small, at 0.44%. This suggests that the influence of organizational climate on employee performance is relatively very minor.
3. Competence has a correlation coefficient of 0.836 with employee performance, with a contribution of 69.89%. This indicates that competence provides a large and substantial contribution to determining employee performance.
4. Workload has a correlation coefficient of 0.598 with employee performance, with a contribution of 35.76%. This shows that workload also has a significant influence on employee performance.

3. Research Hypothesis Testing : Simultaneous and Partial Approaches

The results of the simultaneous test through the F-statistic are presented in Table. This test was conducted to determine whether the independent variables collectively influence the dependent variable.

Table Findings of Simultaneous Testing of the Influence of Independent Variables on Dependent Variables

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	220.247	4	55.062	143.022	.000[b]
	Residual	25.024	65	.385		
	Total	245.271	69			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Workload, Competence, Organizational Climate, Work Environment.

The results of the partial test through the t-statistic are presented in Table. This test aims to examine the influence of each independent variable separately on the dependent variable.

Table Partial Test Findings of the Influence of Independent Variables on Variables

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.551	2.748		-2.020	.048
	Work Environment	-.279	.106	-.162	-2.645	.010
	Organizational Climate	.053	.099	.043	.536	.594
	Competence	1.026	.084	.832	12.291	.000
	Workload	.800	.133	.301	6.020	.000

a. Dependent Variable: Employee Performance

DISCUSSION

This study aims to analyze the influence of work environment, organizational climate, competence, and workload on employee performance. Based on the analysis results presented, this research found that the instruments used have met the validity and reliability criteria, as well as the classical assumptions in the regression model. Specifically, the hypothesis test results indicate that competence and workload have a significant influence on employee performance, while the work environment and organizational climate do not show a significant influence. These findings provide important insights that will be discussed further in the context of theory and previous research.

The Effect of Work Environment on Employee Performance

The regression analysis shows that the Work Environment (X_1) has a negative and significant relationship with employee performance. The t-test result shows a t_{count} value of -2.645 (absolute value 2.645) which is greater than the t_{table} (1.997), with a significance value of 0.010 which is less than 0.05. This finding indicates that a deteriorating work environment is correlated with a decrease in employee performance. This result aligns with the research of Serdamayanti (2011), who concluded that a supportive work environment (both physical and non-physical) is positively correlated with an increase in employee productivity.

The Effect of Organizational Climate on Employee Performance

Organizational Climate (X_2) has a positive but not significant relationship with employee performance. The t_{count} value of 0.536 does not exceed the t_{table} (1.997), and the significance value of 0.594 is far greater than 0.05. This finding contrasts with the view of Luthans (2011), who stated that a conducive climate can significantly influence performance. This discrepancy may occur because in the context of your study, other variables (such as competence and workload) may have a much stronger and more direct influence on employee performance.

The Effect of Competence on Employee Performance

Competence (X_3) has a positive and significant relationship with employee performance. The t-test result shows a t_{count} value of 12.291, which is far beyond the t_{table} (1.997), with a significance value of 0.000 which is less than 0.05. This very high tcount value indicates that competence is a major factor that directly determines the quality and performance of employees. This finding is consistent with Spencer's (1993) theory, which identifies various competencies that are positively correlated with optimal performance.

The Effect of Workload on Employee Performance

Workload (X_4) has a positive and significant relationship with employee performance. The t-test result shows a t_{count} value of 6.020, exceeding the t_{table} (1.997), with a significance value of 0.000 which is less than 0.05. In government agencies, a clear and regular workload can spur employee discipline and performance. This finding aligns with Handoko's (2001) opinion, which explains that an optimal workload can increase work morale and productivity.

The Effect of Work Environment, Organizational Climate, Competence, and Workload on Employee Performance

The results of the simultaneous test through the F-statistic show that the four independent variables (work environment, organizational climate, competence, and workload) collectively have a positive and significant influence on employee performance. The F_{count} value obtained is 143.022, which is far greater than the F_{table} (2.51), with a significance value of 0.000 which is less than 0.05. This very high Fcount value indicates a very strong and significant contribution of all four variables simultaneously. This finding is in line with Robbins and Judge's (2017) theory, which explains that organizational performance arises from the complex interaction of personal and situational factors.

Managerial Implications

Based on the findings discussed, this study provides several significant managerial implications for organizations and decision-makers, particularly regarding employee performance :

1. Prioritize Competence: The finding that competence is the strongest factor influencing employee performance indicates that organizations must prioritize the development and maintenance of competence. This can be achieved through continuous training, career development programs, and a recruitment system focused on relevant skills and knowledge.
2. Optimal Workload Management: The research results show that a well-managed workload can enhance performance. Therefore, managers should ensure that workloads are distributed fairly and regularly, not so excessive as to cause stress, but also not too light as to reduce productivity.
3. Enhancement of Work Environment: The work environment is a crucial factor that needs attention. Organizations should regularly evaluate and improve the conditions of the work environment, both physical and non-physical aspects, to foster optimal performance.
4. Holistic Approach to Performance Management: The findings indicate that employee performance is influenced by multiple interacting factors. Therefore, managers are advised not to focus on a single aspect but to develop a holistic strategy that integrates the improvement of competence, workload, and work environment simultaneously.

CONCLUSION

This study aimed to examine the influence of work environment, organizational climate, competence, and workload on employee performance. Overall, the findings confirm that these four variables simultaneously have a very strong and significant influence on employee performance.

This suggests that employee performance is the result of a complex interaction of various factors present in the work environment.

Specifically, competence was found to be the most significant determining factor and had the largest contribution to employee performance. This finding confirms that investing in the development of employee skills and knowledge is key to achieving optimal performance. Additionally, workload also had a positive and significant influence, indicating that optimal workload management can drive employee discipline and productivity.

Although the work environment showed a significant influence, its relationship was negative, suggesting that a deteriorating environmental condition can decrease performance. On the other hand, organizational climate was found to have no significant influence, implying that its impact may not be as strong as other factors in this research model.

Suggestions for Future Research

For future research, it is recommended to broaden the scope by adding other variables not included in this model, such as motivation, compensation, or job satisfaction. Furthermore, subsequent research could employ a qualitative approach to gain a deeper understanding of how these factors influence employee performance from an individual's perspective.

LIMITATION

This study, while providing important contributions, has several limitations that should be acknowledged and can serve as a foundation for future research. These limitations are as follows:

1. Scope of Population and Sample: The use of 70 respondents in this study allows for an in-depth analysis; however, the generalization of the findings may be limited to a broader population. The use of the same respondents for validity, reliability, and the main tests is also a specific approach. Therefore, future research can expand the sample size to ensure stronger external validity.
2. Specificity of Variables: The variables used, such as organizational climate, have a very broad scope. While the results provide a general overview, future research can explore more specific variables or add other variables (e.g., motivation or organizational culture) to gain a more detailed understanding of the factors that influence performance.
3. Geographical and Data Access Constraints: The distance between the researcher and the research location can be a potential challenge in the data collection process. Additionally, the sensitive nature of data from a government institution requires adherence to protocols and confidentiality. While the researcher complied with all existing protocols to maintain

the integrity and confidentiality of the data, this is a reasonable limitation in institutional research.

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