Employee Performance Determination in an Organizational Context

Henry Dunan, Mesra B, Hernawaty

Abstract

This study aims to analyze the influence of Organizational Climate and Work Environment on Employee Performance, with Work Quality as an intervening variable, at the Harbormaster and Main Port Authority Office in Belawan. The study was conducted in June 2025 for three months. The study location was at the Harbormaster and Main Port Authority Office in Belawan, Jalan Deli Medan, Belawan, Postal Code 20411. The population in this study was 244 employees, and a sample of 151 respondents was determined using the Slovin formula with a 5% margin of error. The sampling technique was proportional to the number of employees in each department. The type of data used was primary data obtained directly from respondents through a questionnaire. The results showed that Organizational Climate and Work Environment had a positive and significant effect on Employee Performance, both directly and indirectly through Work Quality as an intervening variable. Work Quality also had a positive and significant effect on Employee Performance. Thus, it can be concluded that Work Quality plays a mediating role in the relationship between Organizational Climate and Work Environment on Employee Performance. This research implies that improving employee performance can be achieved by strengthening the organizational climate, work environment, and the quality of employee work output.

Keywords: Organizational Climate, Work Environment, Work Quality, Employee Performance, Mediation.

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Introduction

Employee performance is the result of a combination of various factors, both those originating from within the individual and from the organizational environment. Two important factors that are often the focus in various human resource management studies are organizational climate and work environment. Organizational climate is the shared perception of organizational members towards the policies, practices, and procedures that apply in the workplace, which can influence employee motivation, satisfaction, and work spirit. The work environment encompasses both physical and non-physical conditions that directly affect employee comfort and productivity in carrying out their duties. A positive organizational climate, such as fair leadership, open communication, and a supportive work culture, can increase employee loyalty and work spirit. Factors such as lighting, air circulation, spatial layout, noise, and relationships among co-workers are also important elements in forming a supportive work environment. Work quality is influenced by concentration levels, experience, skills, and work environment support, thus it can be an intervening variable that explains how and to what extent organizational climate and work environment impact employee performance. Organizations are formed systematically, but the success of task implementation still depends on the working conditions faced by employees daily. The results of this study are expected to provide a positive contribution to organizational management in designing employee performance improvement strategies through creating a healthy organizational climate, a comfortable work environment, and efforts to improve work quality. The high intensity of work, dynamics of service, coordination with various stakeholders (port, shipping companies, maritime transportation, and related authorities), and demands for fast and accountable public service make employee performance quality a crucial aspect. Delays in ship document administration, repetitive verification processes, and differences in internal service standards. This raises the suspicion of the influence of internal organizational factors. Employees assess that inter-departmental communication is not yet optimal, especially when facing increasing workloads approaching the shipping peak season. Coordination and supervision mechanisms are not yet running consistently, thus affecting the accuracy of work results. Besides organizational climate, there are also phenomena related to the work environment, both physical and non-physical. Physically, work facilities such as ship document processing service rooms and archive rooms are not fully ergonomically arranged and often experience crowding during peak service hours. Digital document support equipment also experiences technical disturbances, slowing down work output. From the non-physical environment side, interactions between employees and external stakeholders sometimes cause psychological pressure that affects employee focus and work quality. This phenomenon has implications for work quality, which is an important part of the process towards final employee performance. Optimal work quality should be reflected in work results that are accurate, minimal errors, efficient, and meet port agency standards. However, obstacles from organizational climate and work environment raise the suspicion that work quality is a variable that also bridges (intervenes) the influence of these two factors on overall employee performance. This condition aligns with the increasing demands for port service digitalization and indicators of bureaucratic reform that emphasize employee performance effectiveness. Therefore, research on the influence of organizational climate and work environment on employee performance with work quality as an intervening variable at the KSOP Belawan is relevant, both to explain empirical phenomena and to provide recommendations for improving the work system in the future.

Problem Formulation

1. Does organizational climate have a positive and significant effect on employee performance at the Harbormaster and Main Port Authority Office in Belawan?
2. Does work environment have a positive and significant effect on employee performance at the Harbormaster and Main Port Authority Office in Belawan?

3. Does organizational climate have a positive and significant effect on work quality at the Harbormaster and Main Port Authority Office in Belawan?
4. Does work environment have a positive and significant effect on work quality at the Harbormaster and Main Port Authority Office in Belawan?
5. Does work quality have a positive and significant effect on employee performance at the Harbormaster and Main Port Authority Office in Belawan?
6. Does organizational climate have a positive and significant effect on employee performance with work quality as an intervening variable at the Harbormaster and Main Port Authority Office in Belawan?
7. Does work environment have a positive and significant effect on employee performance with work quality as an intervening variable at the Harbormaster and Main Port Authority Office in Belawan?

Research Objectives
1. To test and analyze the effect of organizational climate on employee performance at the Harbormaster and Main Port Authority Office in Belawan.
2. To test and analyze the effect of work environment on employee performance at the Harbormaster and Main Port Authority Office in Belawan.
3. To test and analyze the effect of organizational climate on work quality at the Harbormaster and Main Port Authority Office in Belawan.
4. To test and analyze the effect of work environment on work quality at the Harbormaster and Main Port Authority Office in Belawan.
5. To test and analyze the effect of work quality on employee performance at the Harbormaster and Main Port Authority Office in Belawan.
6. To test and analyze the effect of organizational climate on employee performance with work quality as an intervening variable at the Harbormaster and Main Port Authority Office in Belawan.
7. To test and analyze the effect of work environment on employee performance with work quality as an intervening variable at the Harbormaster and Main Port Authority Office in Belawan.

Literature Review
Employee Performance
According to Sedarmayanti (2018), performance is the work results achieved by a person or group of people in an organization according to their respective authority and responsibility in an effort to achieve organizational goals. According to Pratama (2021) Employee performance is the work results achieved by individuals in an organization based on established standards, procedures, and targets, thus reflecting the level of success in carrying out their duties and responsibilities.

Employee Performance Indicators
According to Kasmir, employee performance indicators are divided into the following 5 aspects:
1. Timeliness of task completion
2. Accuracy of work results
3. Volume of work able to be completed
4. Conformity with work standards
5. Responsibility for work

Organizational Climate
According to Zohar & Hofmann (2019) organizational climate is the shared perception held by employees regarding the importance of certain behaviors in the workplace and the

extent to which those behaviors are valued, supported, and expected by the organization. According to Schneider, Ehrhart, & Macey (2017) organizational climate reflects the collective experience of employees towards the values, norms, and practices that apply in the organization. A strong climate is usually reflected in consistency of attitudes and behaviors aligned with organizational goals, such as excellent service, innovation, or work safety.

Organizational Climate Indicators

According to Zohar & Hofmann (2019) organizational climate can be measured through employee perceptions of the following:
1. Leadership Support for Compliance and Performance
2. Consistency in Policy Implementation
3. Two-Way Communication between Superiors and Subordinates
4. Emphasis on Organizational Values
5. Trust in Management Commitment
6. Clarity of Behavioral Expectations for Employees

Work Environment

According to Nitisemito (2018), the work environment is everything around the workplace that can influence employees, either positively or negatively, in carrying out their duties. According to Suhardi (2018), the work environment is everything around employees that can influence them in carrying out assigned tasks, both directly and indirectly.

Work Environment Indicators

Indicators of Work Environment according to Nitisemito (2018) are as follows:
1. Lighting and Ventilation
2. Level of Cleanliness and Tidiness
3. Temperature Conditions and Noise
4. Social Relationships Among Employees
5. Support and Concern from Superiors
6. Sense of Safety and Comfort in Working

Work Quality

According to Gunawan and Amalia (2020) work quality is a form of work achievement that shows efficiency and effectiveness, seen from the accuracy, usefulness, and durability of the work results. According to Tampubolon (2018) work quality is a measure of how far someone's work results meet organizational requirements and expectations both in terms of timeliness, detail, and usefulness.

Work Quality Indicators

According to Gunawan & Amalia (2020), work quality reflects employee work results that meet organizational standards in terms of effectiveness, efficiency, and work accuracy. They group work quality into several main indicators as follows:
1. Timeliness
2. Accuracy of Work Results
3. Conformity with Procedures
4. Usefulness of Work Results
5. Initiative and Innovation
6. Performance Consistency
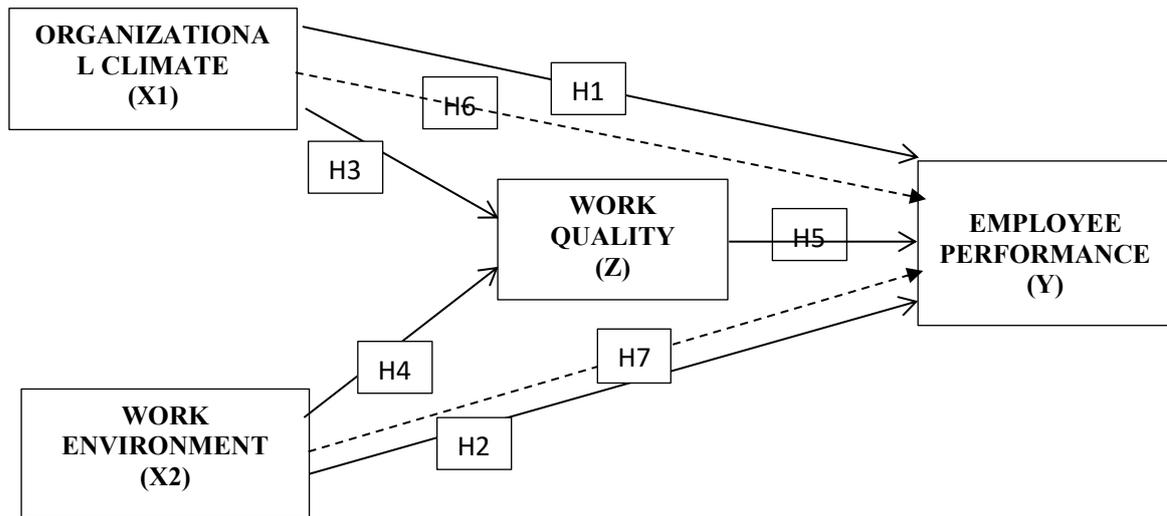
Conceptual Framework

Figure 1. Conceptual Framework

Research Hypotheses

H1 Organizational climate has a positive and significant effect on employee performance at the Harbormaster and Main Port Authority Office in Belawan.

H2 Work environment has a positive and significant effect on employee performance at the Harbormaster and Main Port Authority Office in Belawan.

H3 Organizational climate has a positive and significant effect on employee work quality at the Harbormaster and Main Port Authority Office in Belawan.

H4 Work environment has a positive and significant effect on employee work quality at the Harbormaster and Main Port Authority Office in Belawan.

H5 Work quality has a positive and significant effect on employee performance at the Harbormaster and Main Port Authority Office in Belawan.

H6 Organizational climate has a positive and significant effect on employee performance with work quality as an intervening variable at the Harbormaster and Main Port Authority Office in Belawan.

H7 Work environment has a positive and significant effect on employee performance with work quality as an intervening variable at the Harbormaster and Main Port Authority Office in Belawan.

Research Type

According to Sugiyono (2022) this is a research based on positivism that aims to study a specific population or sample. Data analysis in quantitative research is statistical with the aim of describing and testing predetermined hypotheses.

Research Location and Time

The research location was conducted at the Harbormaster and Main Port Authority Office in Belawan, Jalan Deli, Medan Belawan Sub-district, Postal Code 20411. The research time was conducted from November to December 2025.

Research Population

According to Sugiyono (2022), population is a generalization area consisting of: objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions are drawn. The population in this study amounted to 244 respondents.

Research Sample

The researcher wants to use the Slovin formula to find the sample from the population because the population reaches more than 100 employees, namely 244 employees, therefore the Slovin formula is used. The formula is:

$$n = \frac{N}{1 + N \times e^2}$$

Information:
n = number of samples taken
N = population size
e = tolerated error rate (e.g., 0.05 for 5%)

n= 244/(1 + 244 x 0,05^2)
n= 244/(1 + 244 x 0,0025)
n= 244/(1 + 0,61)
n= 244/ 1,61
n= 151,552
This means the sample to be used is 151 employees.

Table 1. Number of Samples

Section	Number of Respondents
1. Administration	33
2. Supervision and Enforcement	57
3. Sea Traffic and Transportation	40
4. Shipping and Seafaring	21
Total	151

Source : Processed Data (2025)

Data Collection Technique

According to Sugiyono (2022), a questionnaire is an efficient data collection technique if the researcher already knows the variables being measured and knows what is expected from respondents.

Data Analysis Technique

This study uses Descriptive Statistical data analysis and Partial Least Squares SEM, which is an analysis used to develop or predict an existing theory. The descriptive method is used to obtain a complete and accurate picture of the research objectives. In this case, a 5-point Likert scale is used. Partial Least Squares SEM data analysis is an analysis used to develop or predict an existing theory (Sarwono & Narimawati, 2015). This research uses structural model analysis of PLS assisted by SmartPLS 3.3.3 software. According to Sabil (2015) structural model analysis has several stages, namely:
1. Formulating the structural model theory,
2. Outer model analysis,
3. Inner model analysis, and
4. Hypothesis Testing.

Outer Model Testing

Outer model testing aims to see the validity and reliability of a model. This test analysis will be viewed from the influence of Factor Loading, Average Variance Extracted (AVE), and Discriminant Validity, as well as composite reliability.
a) Factor loading

Factor loading is the initial stage in testing the validity of a model; the factor loading condition is that it must be > 0.6 for an indicator to be declared valid. If not valid, it must be removed from the model (Husein, 2015).

b) Average variance extracted (AVE)

Average Variance Extracted (AVE) is a value used in convergent validity testing because the value is obtained from the convergent validity output. In this study, the expected AVE value is > 0.5, and if viewed from the latent variable constructs, all constructs have values above 0.5 (or greater than 0.5),

c) Discriminant Validity

Discriminant Validity can be tested by looking at the cross-loading table; this output is used to test discriminant validity at the indicator level with the condition that the correlation between an indicator and its latent variable is > compared to the correlation between the indicator and other latent variables (outside its block).

d) Composite reliability

To ensure that there are no measurement-related problems, the final step in evaluating the outer model is testing the unidimensionality of the model. This unidimensionality test is conducted using composite reliability and Cronbach's alpha. For both indicators, the cut-off value is 0.7.

Inner Model Testing
a) Coefficient of Determination R2 (R-Square)
b) Hypothesis

Hypothesis Testing: Hypothesis testing in PLS is used to measure the probability of data using the path coefficients menu. The rule of thumb for supporting a research hypothesis is: if the coefficient or direction of the variable relationship (shown by the original sample value) is in line with the hypothesis, and if the t-statistic value > 1.64 (two-tailed) or >1.96 (one-tailed) can be said to be significant and the probability value (p-value) < 0.01; < 0.05; < 0.10 can be said to be significant. In the p-value, if a value > 0.10 is obtained, it can be said to be not significant (Jogiyanto and Abdillah, 2014).

Results and Discussion
Outer Model Analysis
Convergent Validity

This test is based on the loading factor, which is 0.7, and the average variance extracted (AVE) value, which is 0.5; if the deviation is above, it is considered valid. Indicator validity is shown if the construct variable has a value greater than 0.07. The structural model used in this study is described in the following diagram:
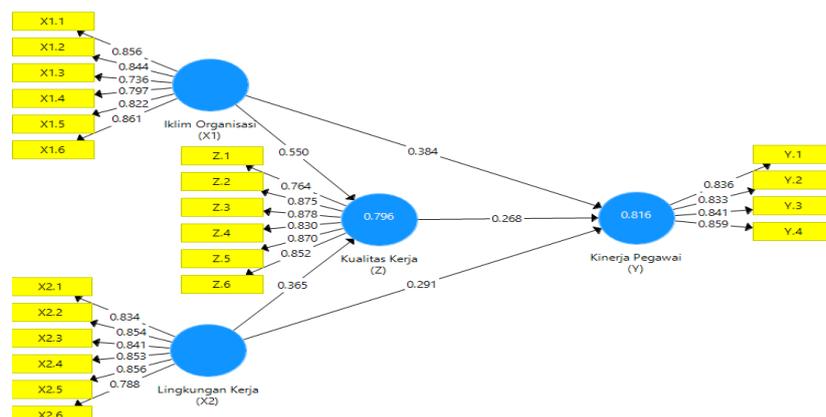
Figure 2. Outer Model

Source : Smart PLS 3.3.3

The Smart PLS output for loading factor provides the results in the following table: Outer Loadings. In this study, there are equations, and those equations consist of two substructures:
for substructure 1
$Z = b1X + b2X2 + e1$
$Z = 0,550 - 0,365 + e1$
For substructure 2
$Y = b2X1 + b3X2 + b4Z + e2$
$Y = 0,384 + 0,291 + 0,268 + e2$

Table 2. Outer Loading

	Organizational Climate_(X1)	Employee Performance_(Y)	Work Quality_(Z)	Work Environment_(X2)
X1.1	0,856			
X1.2	0,844			
X1.3	0,736			
X1.4	0,797			
X1.5	0,822			
X1.6	0,861			
X2.1				0,834
X2.2				0,854
X2.3				0,841
X2.4				0,853
X2.5				0,856
X2.6				0,788
Y.1		0,836		
Y.2		0,833		
Y.3		0,841		
Y.4		0,859		
Z.1			0,764	
Z.2			0,875	
Z.3			0,878	
Z.4			0,830	
Z.5			0,870	
Z.6			0,852	

Source : Smart PLS 3.3.3

The results of the second-stage outer loading show validity consistency with high and stable loading on all indicators. Overall, the measurement model is declared to have met indicator validity requirements so that it can proceed to the reliability and structural model testing stage.

Discriminat Validity
The next analysis step is determining which data is valid in terms of discriminant validity. The goal is to find out whether the cross-loading value is greater compared to other variables, thus knowing the sensitivity of the indicator to high correlation related to the construct. The table below presents the validity assessment results as follows:

Table 3. Discriminant Validity

	Organizational Climate _(X1)	Employee Performance _(Y)	Work Quality _(Z)	Work Environment _(X2)
X1.1	0,856	0,745	0,760	0,749
X1.2	0,844	0,773	0,813	0,796
X1.3	0,736	0,641	0,634	0,619
X1.4	0,797	0,674	0,671	0,710
X1.5	0,822	0,698	0,691	0,720
X1.6	0,861	0,780	0,733	0,797
X2.1	0,754	0,716	0,715	0,834
X2.2	0,807	0,762	0,773	0,854
X2.3	0,750	0,716	0,704	0,841
X2.4	0,811	0,772	0,716	0,853
X2.5	0,709	0,730	0,733	0,856
X2.6	0,661	0,638	0,668	0,788
Y.1	0,768	0,836	0,783	0,724
Y.2	0,724	0,833	0,728	0,745
Y.3	0,704	0,841	0,665	0,705
Y.4	0,761	0,859	0,694	0,735
Z.1	0,686	0,671	0,764	0,670
Z.2	0,768	0,755	0,875	0,749
Z.3	0,784	0,741	0,878	0,805
Z.4	0,756	0,743	0,830	0,730
Z.5	0,709	0,704	0,870	0,689
Z.6	0,743	0,712	0,852	0,701

Source : Smart PLS 3.3.3

The discriminant validity test results show that all indicators have loading values higher on their respective constructs compared to other constructs. Overall, these results indicate that discriminant validity has been met, so the model can be declared valid and suitable to proceed to the next analysis stage.

Composite reliability

In composite reliability analysis, each variable is compared with its reliability coefficient; if the variable's reliability coefficient is more than 0.60, the analysis is considered reliable; if the variable's reliability coefficient is between 0.60 and 0.07, the analysis is not reliable; There are several blocks to determine whether the analysis results are reliable, valid, or not at all. Among them are the Cronbach's alpha coefficient, composite reliability analysis, and AVE coefficient, which can be seen in the following table:

Table 4. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Climate _(X1)	0,902	0,925	0,673
Employee Performance _(Y)	0,863	0,907	0,709
Work Quality _(Z)	0,920	0,938	0,715

Work Environment_(X2)	**0,915**	**0,934**	**0,702**

Source : Smart PLS 3.3.3

The reliability test results show that all variables have Cronbach's Alpha and Composite Reliability values above 0.70, meaning that the indicators for each construct have been consistent and reliable. In addition, the Average Variance Extracted (AVE) values for all constructs are also above 0.50, indicating that the variables have good convergent validity. Thus, both reliability and construct validity aspects in the model have been met and are suitable for further analysis in the research.

Inner Model Analysis

Evaluation of the structural model (inner model) is conducted to ensure that the basic model created is accurate and robust. The sampling strategy used in the primary analysis model is based on several cases, namely:

Coefficient of Determination (R2)

Based on data processing using SmartPLS 3.0 program, the following R Square values are obtained:

Table 5. R Square Results

	R Square	Adjusted R Square
Employee Performance_(Y)	0,816	0,813
Work Quality_(Z)	0,796	0,793

Source : Smart PLS 3.3.3

The R-Square test results show that the Adjusted R-Square value, which is not much different, indicates that the model has good and stable predictive ability.

Hypothesis Testing

After evaluating the inner model, the next step is to evaluate the relationship between idle builds as explained in this review. Speculation testing in this analysis is done by evaluating T-Statistics and P-Values. Speculation is announced to determine if T-Insights have a value greater than 1.96 and if the P-Values are less than 0.05. The direct impact of the Path Coefficient is what happens next.

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Climate_(X1) -> Employee Performance_(Y)	0,384	4,402	**0,000**	**Accepted**
Organizational Climate_(X1) -> Work Quality_(Z)	0,550	6,490	**0,000**	**Accepted**
Work Quality_(Z) -> Employee Performance_(Y)	0,268	3,412	**0,000**	**Accepted**
Work Environment_(X2) -> Employee Performance_(Y)	0,291	3,553	**0,000**	**Accepted**
Work Environment_(X2) -> Work Quality_(Z)	0,365	4,012	**0,000**	**Accepted**

Source : Smart PLS 3.3.3

1. The Effect of Organizational Climate on Employee Performance
    Results show that Organizational Climate has a positive and significant effect on Employee Performance with a coefficient (0.384), T-statistic (4.402), and p-value (0.000). Because p-value < 0.05, the hypothesis is declared accepted.
2. The Effect of Organizational Climate on Work Quality
    Organizational Climate is also proven to have a positive and significant effect on Work Quality with a coefficient (0.550), T-statistic (6.490), and p-value (0.000). This hypothesis is accepted.
3. The Effect of Work Quality on Employee Performance
    Work Quality has a positive and significant effect on Employee Performance, shown by a coefficient (0.268), T-statistic (3.412), and p-value (0.000). Thus, the hypothesis is accepted.
4. The Effect of Work Environment on Employee Performance
    Work Environment provides a positive and significant effect on Employee Performance with a coefficient (0.291), T-statistic (3.553), and p-value (0.000). This hypothesis is accepted.
5. The Effect of Work Environment on Work Quality
    Work Environment is also proven to have a positive and significant effect on Work Quality with a coefficient (0.365), T-statistic (4.012), and p-value (0.000). This hypothesis is accepted.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Organizational Climate_(X1) -> Work Quality_(Z) -> Employee Performance_(Y)	0,147	3,332	**0,000**	**Accepted**
Work Environment_(X2) -> Work Quality_(Z) -> Employee Performance_(Y)	0,098	2,300	**0,011**	**Accepted**

Source : Smart PLS 3.3.3

6. The Effect of Organizational Climate on Employee Performance through Work Quality
    Results show that Organizational Climate has a positive and significant indirect effect on Employee Performance through Work Quality with a coefficient (0.147), T-statistic (3.332), and p-value (0.000). Because p-value < 0.05, the result is declared accepted.
7. The Effect of Work Environment on Employee Performance through Work Quality
    Results also show that Work Environment has a positive and significant indirect effect on Employee Performance through Work Quality with a coefficient (0.098), T-statistic (2.300), and p-value (0.011). Thus, the result is declared accepted.

Conclusion
1. Organizational Climate has a positive and significant effect on Employee Performance. This means, the better the Organizational Climate, the more increased the Employee Performance.
2. Organizational Climate has a positive and significant effect on Work Quality. This shows that a conducive Organizational Climate is able to improve employee Work Quality.
3. Work Quality has a positive and significant effect on Employee Performance. Thus, the higher the Work Quality, the higher the Employee Performance.

4. Work Environment has a positive and significant effect on Employee Performance. This indicates that a good Work Environment will improve Employee Performance.
5. Work Environment has a positive and significant effect on Work Quality. This means, a supportive Work Environment is able to produce better employee Work Quality.
6. Organizational Climate has a positive and significant indirect effect on Employee Performance through Work Quality. This shows that Work Quality mediates the relationship between Organizational Climate and Employee Performance.
7. Work Environment has a positive and significant indirect effect on Employee Performance through Work Quality. Thus, Work Quality also plays a role as a mediator in the relationship between Work Environment and Employee Performance.

Suggestions
1. The institution needs to strengthen internal communication, supportive leadership, and create a more comfortable, safe, and conducive work environment so that employee performance can continue to increase.
2. Since work quality acts as a mediating variable, efforts to improve work quality standards such as training, competency evaluation, coaching, and reward systems need to be optimized so that employee performance improvement can be achieved sustainably.
3. Employees are expected to be able to utilize the support of the work environment and positive organizational climate to improve the quality of work results and individual performance through disciplined attitudes, responsibility, and competency enhancement.
4. This research model still has other variables outside the research that can affect Employee Performance. Subsequent researchers are advised to add variables such as work motivation, leadership, organizational culture or other variables, as well as expand the research object so that the results become more comprehensive.

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