

THE EFFECT OF WORK COMPETENCY, WORK ENVIRONMENT AND JOB SATISFACTION ON THE PERFORMANCE OF EMPLOYEES OF THE LEGAL BUREAU OF THE REGIONAL SECRETARIAT OF NORTH SUMATRA PROVINCE

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Abstract

Legal Bureau of the Regional Secretariat of North Sumatra Province, A government unit office functions as the main support unit in local government legal affairs, The establishment of this bureau began with the need to handle various legal issues related to local government policies, including the preparation of regional regulations, providing legal opinions, and government defense in legal cases. The total population in this study was 45 employees from the Legal Bureau of the North Sumatra Governor's Office, and saturated samples were used to analyze the results. The results showed that work competence influenced the results of $0.002 < 0.05$ The estimated t_{value} of 3.284 shows this, exceeding the critical value of 2.021. Positively and significantly employee performance, the work environment influences the results of $0.026 < 0.05$ indicating that the work environment influences several aspects of employee performance. As evidence, note the calculated t_{value} of $2.302 > t_{\text{table}}$ 2.021. positively and significantly employee performance, as well as job satisfaction influences The p_{value} of $0.003 < 0.05$ indicates that job satisfaction influences employee performance. The fact that the predicted t_{value} of 3.143 exceeds the t_{table} value of 2.021 positively and significantly affects employee performance. Overall, Job Competence, Work Environment, and Job Satisfaction have a positive and significant influence on Employee Performance.

Keywords: *Work Competence, Work Environment, Job Satisfaction, Employee Performance.*

INTRODUCTION

The amount of time, energy, and quality devoted to completing a job, taking into account changing circumstances and increasing expectations, is the performance of that job. Legal assistance to the Governor's Office is provided by the Regional Secretariat Bureau of North Sumatra Province when issues arise related to local government legislation. Many of the bureau's responsibilities center on local government policy. These responsibilities include representing the government in legal proceedings, drafting local regulations, and providing legal advice. Keeping up with evolving public expectations and national and international legal trends is an ongoing challenge for the law bureau. A company's management cannot be carried out without human resources. Developing personnel in accordance with case management standards is an obligation of this government agency. Due to a lack of adequate staff skills and training, the Legal Bureau of the Regional Secretariat of North Sumatra Province is severely understaffed. As a result, work is not completed quickly enough or with sufficient quality.

Workplace conditions significantly impact employee productivity at the Legal Bureau of the Regional Secretariat of North Sumatra Province. Every worker has the right to a safe and healthy work environment. Workers face a number of challenges while working, including dim lighting, high levels of background noise, and frequent air conditioning failures. Due to these conditions, employee productivity can decline. Work performance at the Legal Bureau of the North Sumatra Provincial Secretariat is directly correlated with staff morale. Because they are unhappy

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at work, many employees may simply perform tasks without truly developing professionally, negatively impacting work results.

Based on the above description, this thesis research, entitled “*The Influence of Work Competence, Work Environment, and Job Satisfaction on Employee Performance at the Legal Bureau of the North Sumatra Provincial Secretariat*” is conducted.

LITERATURE REVIEW

Work Competencies

According to Wibowo (2016), “Competence is the ability to use one's knowledge, skills, and work attitudes to carry out tasks related to their job”. According to McClelland (2018), “Competence is a key personal quality that determines or impacts outstanding performance”. According to Masruroh and Fatimah (2023), Competence is defined by experts as the ability to perform well in a specific task or field of study.

Work Environment

Everything around workers that can affect their work efficiency is considered part of the work environment, Sudarmanto *et al.*,(2020). Munandar (2010) states that the phrase “Work environment encompasses the social and physical aspects of an organization, including location, layout, equipment, management, colleagues, customers, external parties, laws and regulations, and business culture”. Khalidah & Revida (2024) are the authors of this source. The term “Work Environment” refers to the physical environment in which workers perform their tasks, Afandi & Firmansyah (2021:66). The workplace revolves around the employee's function within the organization, Pulungan *et al.* (2025). Experts define the work environment as any factor in the workplace that can affect an individual's ability to perform work activities.

Job Satisfaction

According to Sutrisno (2019), a person's level of job satisfaction is influenced by several factors, including their emotional and mental state regarding their work, the amount of communication with coworkers, their income, and the general psychological and physical environment of their workplace. Symptoms of employee dissatisfaction can include complaints, unsatisfactory work performance, decreased output quality, inadequate work discipline, and so on. Afandi (2018) states that when workers are satisfied with their jobs, it is evident in their attitudes, behaviors, and emotions. Experts define job satisfaction as an employee's attitude toward carrying out work activities, regardless of whether those activities are pleasant or unpleasant.

Employee Performance

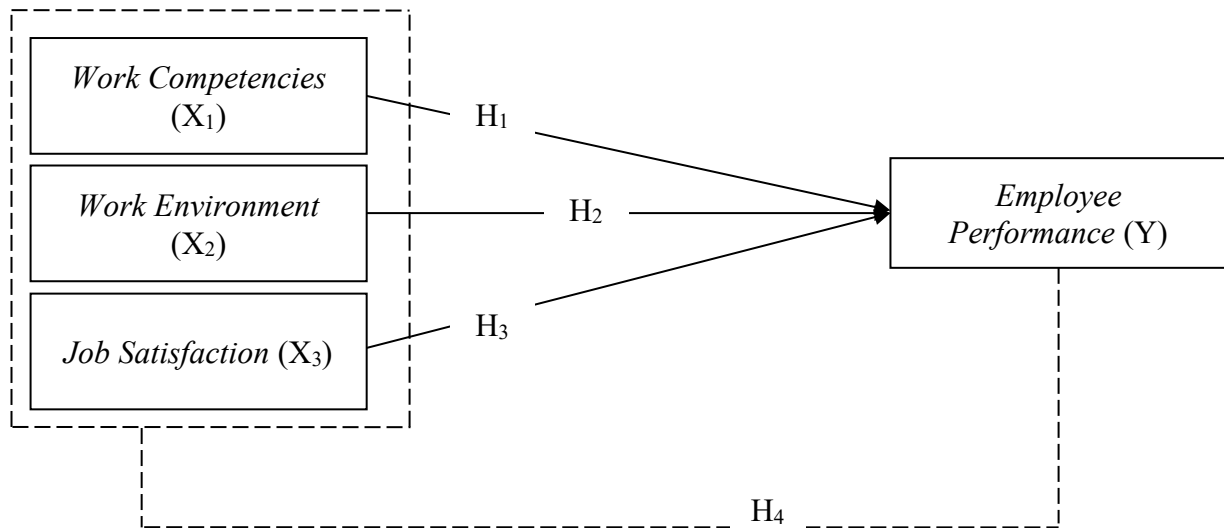
Hasibuan (2017:94) defines employee performance as the results workers produce when given tasks to complete, which in turn depends on factors such as their skill level, experience level, commitment level, and time efficiency. Employee performance is defined by Ibrahim and colleagues (2021) as a measure used by people within an organization to achieve organizational goals while minimizing financial losses. According to Thaharani *et al.* (2024), the results workers achieve as a consequence of their work activities constitute workplace performance.

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Framework Of Thinking:

In summary, the framework of thinking used in this research is described as follows:



METHOD

The research methodology in this study relies on numerical data and employs statistical analysis. It is called a quantitative method, describing it in detail and depth. It is based on the philosophy of positivism and meets the scientific requirements of being concrete, objective, measurable, rational, and systematic. This research was conducted at Medan City Legal Bureau, located in Ruko Abadi Palace, Jl. Pangeran Diponegoro No. 30, Madras Hulu, Medan Polonia District. The research period was from July 2025 until completion. The research population at Medan City Legal Bureau was 45 people. The sampling method used in this study is saturated sampling or total sampling, which is a sampling technique where all members of the population are used as samples. Thus, the number of samples taken was 45 respondents.

RESULTS AND DISCUSSION

Table 1. Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Work Competencies	45	32	60	44.31	7.311
Work Environment	45	12	40	32.11	7.183
Job Satisfaction	45	27	50	38.71	6.458
Employee Performance	45	17	30	23.44	3.911
Valid N (listwise)	45				

1. The work competency data obtained showed a range of 32–60 from 45 samples. The standard deviation was 7.311, and the mean was 44.31.
2. Of the 45 samples collected, workplace data showed scores ranging from 12 to 40. A standard deviation of 7.183 was associated with a mean of 32.11.
3. Job satisfaction scores showed a range of 27–50 from 45 samples. A standard deviation of 6.458 was associated with a mean of 38.71.
4. Employee performance data ranged from a low of 17 to a high of 30 among the 45 samples. A standard deviation of 3.9112 was associated with a mean of 23.44.

Table 2. Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	0.000000
	Std. Deviation	2.57606289
Most Extreme Differences	Absolute	0.091
	Positive	0.091
	Negative	-0.061
Test Statistic		0.091
Asymp. Sig. (2-tailed)		0.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Table 2 shows the probability value p or *Asymp. Sig. (2-tailed)* of 0.200. Because the probability value p, which is 0.200, is greater than the significance level, which is 0.05. This means the data is normally distributed.

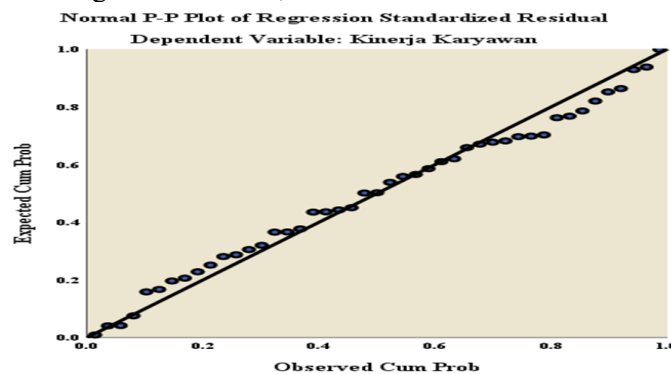


Figure 1. Normality Test–Normal Probability Plots

Figure 1 above is a normality test using a normal probability plot approach, while in Figure 2 above is a normality test using a histogram approach. As seen in Figure 1, the dots spread around the diagonal line.

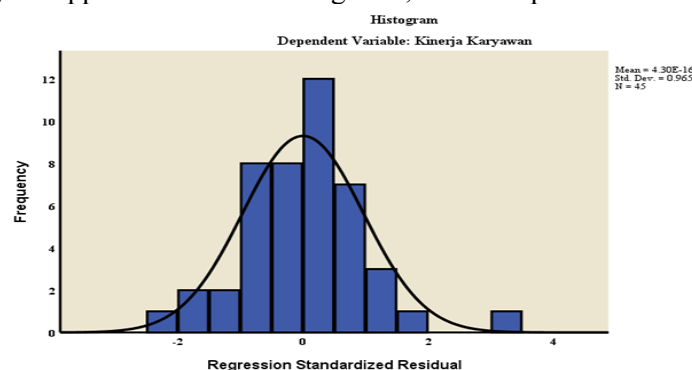


Figure 2. Normality Test–Histogram

Meanwhile in Figure 2, you can see that the curve is a normal curve, namely bell-shaped and in the middle, so the data is said to be normally distributed.

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Table 3. Multicollinearity

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work Competencies	0.849	1.178
	Work Environment	0.772	1.295
	Job Satisfaction	0.802	1.247

a. Dependent Variable: Employee Performance

From this data, we can conclude that the tolerance level for the following variables: job satisfaction (0.802), work environment (0.772), and work competence (0.849). None is less than 0.10. At the same time, the VIF for each variable is less than 10. Job satisfaction (X_3) = 1.247, work environment (X_2) = 1.295, and each work competence (X_1) = 1.178. Thus, this finding rules out the possibility of multicollinearity. It can be concluded that multicollinearity does not exist in the multicollinearity test if the VIF is less than 10. Conversely, if the VIF is more than 10, then multicollinearity is indicated.

Table 4. Heteroscedasticity Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.087	2.017		0.539	0.593
	Work Competencies	-0.012	0.039	-0.052	-0.307	0.760
	Work Environment	0.031	0.042	0.130	0.736	0.466
	Job Satisfaction	0.009	0.046	0.035	0.204	0.839

a. Dependent Variable: Abs_res

The Glesjer test results show that the Sig value for job competency is $0.760 > 0.05$, as shown in Table 4. Consequently, $0.466 > 0.05$ represents a workplace. Furthermore, the value of 0.839 for job satisfaction is greater than 0.05. This indicates that heteroscedasticity is not detected by the Glesjer test. What occurs can be described as homoscedasticity.

Table 5. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.577	3.065		0.514	0.610
	Work Competencies	0.196	0.060	0.367	3.284	0.002
	Work Environment	0.147	0.064	0.270	2.302	0.026
	Job Satisfaction	0.219	0.070	0.361	3.143	0.003

a. Dependent Variable: Employee Performance

Table 5 Above it can be seen that the multiple linear regression equation is obtained as follows:

$$Y = 1,577 + 0,196 X_1 + 0,147 X_2 + 0,219 X_3$$

Based on this equation it can be interpreted as follows:

1. The variables for job satisfaction, work environment, and competence all have a value of zero, as shown in the table above, indicating a constant value of 1.577. The employee performance level is 1.577 if the value is equal to 0.

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2. As seen in the table, there is a significant impact of 0.196 for the variable for job competence on employee performance. This means that a change in this variable has a 0.196 unit impact on employee performance.
3. According to the data shown above, there is a substantial impact of 0.147 for the variable for work environment on employee performance. Specifically, a change in this variable has a 0.147 unit impact on employee performance.
4. Fourth, as we can see from the data, there is a statistically significant relationship between job satisfaction and employee performance ($r=0.219$), meaning that a one-unit change in job satisfaction has a 0.219 unit impact on performance.

Table 6. Hypothesis Testing - F

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	381.123	3	127.041	17.839	.000 ^b
	Residual	291.988	41	7.122		
	Total	673.111	44			

You can see the results of the simultaneous F_{test} in the data above. The findings show that the calculated F_{value} is 17.839, which is greater than the F_{table} value of 2.833. The data clearly confirms H_4 . Therefore, it is reasonable to assume that each of the independent factors in our study influences worker productivity.

Table 7. Hypothesis Testing - T

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.577	3.065		0.514	0.610
	Work Motivation	0.196	0.060	0.367	3.284	0.002
	Work Dicipline	0.147	0.064	0.270	2.302	0.026
	Job Satisfaction	0.219	0.070	0.361	3.143	0.003

a. *Dependent Variable:* Employee Performance

Table 7 above that the results obtained:

1. Testing the First Hypothesis (H_1)
The significance of work competency that influences employee performance has been obtained with a value of $0.002 < 0.05$. Supported by the results of $t_{count} 3.284 > t_{table} 2.019$. This states that work competency has a positive and significant influence on employee performance.
2. Testing the Second Hypothesis (H_2)
The work environment has a significant influence on employee performance of $0.026 < 0.05$. This is supported by the calculated t_{count} of $2.302 > t_{table} 2.019$. This indicates that work income has a positive and significant influence on employee performance.
3. Testing the Third Hypothesis (H_3)
The significance of job satisfaction influencing employee performance has been obtained with a value of $0.003 < 0.05$. Supported by the calculated t_{count} of $3.143 > t_{table} 2.019$. This indicates that job satisfaction influences the dependent variable positively and significantly for employee performance.

Table 9. Analysis of the Coefficient of Determination (R^2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.752 ^a	0.566	0.534	2.669

The coefficient of determination of 0.534 is shown in the results table above, which relates to the determination test. Employee performance is influenced by job competence, work environment, and job happiness by 53.4%. At the same time, variables outside the scope of the study, such as intrinsic motivation, job-specific training, work environment quality, etc., account for 46.6% of the coefficient of determination.

DISCUSSION

The Influence of Work Competence on Employee Performance

A person's level of competence is directly proportional to the depth and breadth of their knowledge in their profession. The results of the study indicate that communication has a substantial impact on employee performance, with a p-value of $0.002 < 0.05$. Here, the fact that $t_{\text{count}} (3,284)$ is greater than $t_{\text{table}} 2.021$ serves as confirmation. Competence in work has a beneficial and substantial influence on productivity. The findings of this study confirm the findings of Aulia *et al.* (2024), who found that work competence has a positive impact on employee performance.

The Influence of Work Environment on Employee Performance

Employees demonstrate a positive attitude toward their work, including their attitudes and behaviors, when they evaluate their work as a form of gratitude for achieving one of the important values of the job. There is a substantial relationship between the work environment and employee performance, as indicated by the results of $0.026 < 0.05$. $t_{\text{count}} 2.302 > t_{\text{table}} 2.021$ strengthens this. This convincingly proves that working conditions significantly affect employee performance. Workplace variables significantly affect employee performance, according to this study and other studies on the subject (Armansyah, 2024).

The Influence of Job Satisfaction on Employee Performance

Employees' attitudes, behaviors, and overall evaluation of the business improve when they are happy in their jobs. This is because they derive personal satisfaction from positively impacting the fundamental values of their profession. A significant correlation ($p < 0.05, 0.003$) was found between employee performance and job happiness, according to the data. The calculated t_{value} of 3.143, which exceeds the 2.021 value in the t_{table} , reinforces this. This proves that job satisfaction has a significant impact on productivity. Our findings align with those of Paparang *et al.* (2021), who found that the quality of human resources has a substantial impact on employee performance.

CONCLUSION

From the results of the research on "The Influence of Work Competence, Work Environment, and Job Satisfaction on the Performance of Employees of the Legal Bureau of the Regional Secretariat of North Sumatra Province" the following conclusions can be drawn:

1. The relationship between job competency and employee performance is statistically significant (p-value $0.002 < 0.05$). The estimated t_{count} of 3.284 demonstrates this, exceeding the Critical Value of 2.021. Employee performance is positively and significantly influenced by job competency. The Legal Bureau of the North Sumatra Provincial Secretariat performs better when its employees are proficient in their responsibilities.
2. The result of $0.026 < 0.05$ indicates that the work environment influences several aspects of employee performance. As evidence, note the calculated t_{count} of $2.302 > t_{\text{table}}$ of 2.021. Employee productivity at the Legal Bureau of the North Sumatra Provincial Secretariat is positively and significantly influenced by the quality of their work environment.
3. The p-value of $0.003 < 0.05$ indicates that job satisfaction influences employee performance. The fact that the predicted t_{count} of 3.143 exceeds the t_{table} of 2.021 reinforces this. This proves that the Legal Bureau of the North Sumatra Provincial Secretariat benefits significantly from satisfied staff in terms of productivity.
4. Finally, the result is 4 based on the F_{count} value of 2.833 and the calculated F_{value} of 17.839. These results support H_4 . Thus, all independent factors in our analysis do indeed influence workplace productivity.

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