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The Effect Of Workload, Employee Work Competency And Work Environment On Employee Performance At The Harvest Master And Batam Special Port Authority Office

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Abstract

In testing the hypothesis whether the Workload variable has an effect on Employee Performance at the Batam Harbormaster and Special Port Authority Office, then because the calculated t (3,918) > t table (1,685), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Workload variable has an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam. In testing the hypothesis whether the Employee Competence variable has an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam, then Because t count (4.459) > t table (1,685), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Employee Competence variable has an effect on the Employee Performance variable at the Harbormaster and Special Port Authority Office of Batam. In testing the hypothesis whether the Work Environment variable has an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam, then Because t count (6.092) > t table (1.685), then Ho is rejected and H1 is accepted, meaning; The significant regression coefficient or Work Environment variable has an effect on the Employee Performance variable at the Harbormaster and Special Port Authority Office of Batam. In testing the hypothesis whether the Workload, Employee Competence and Work Environment variables simultaneously have an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam. The Anova test produces a calculated F figure of 12.605 > F table 2.86 with a significance level (probability number) of 0.05. F count > F table then Ho is rejected and H1 is accepted. So the regression coefficients of Workload (X1), Employee Competence (X2) and Work Environment (X3) together have a significant effect on the Employee Performance variable (Y) at the Batam Harbormaster and Special Port Authority Office.

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Keywords: Workload, Employee Competency,Work Environment, Employee Performance

INTRODUCTION

The era of globalization and bureaucratic transformation demands that government agencies shift their service paradigm to become more adaptive, responsive, and accountable. Within the public sector organizational ecosystem, Human Resources (HR) holds the most central position as the primary driver of all operational activities. The success of government institutions in achieving their strategic vision is no longer determined solely by the completeness of regulations or budget availability, but rather by the actual contribution and performance demonstrated by their employees.

The primary challenge facing public sector HR management today is how to maintain the stability and consistency of employee performance amidst increasingly fluctuating workloads, the need for increased skill development, and a dynamic work environment. Decreased performance, delayed task completion, and high levels of work stress often stem from an imbalance in the management of these three factors. Therefore, investing in understanding the factors that influence employee performance is a crucial evaluation tool for organizational sustainability.

The operational complexity of Batam differs significantly from that of other domestic ports. The Batam Special Port Authority (KSOP) must oversee dozens of special terminals (Tersus) and self-service terminals (TUKS) spread across the island. Shipyard activities, the flow of international logistics containers, anchorages, and international passenger ship services require KSOP personnel to be present 24/7.

This high operational intensity is directly proportional to the high expectations of stakeholders, both from domestic and international maritime industry players. Delays in the issuance of Sailing Approval Letters (SPB), negligence in ship seaworthiness inspections, or slow responses to maritime security disturbances can have a fatal impact on the reputation of Indonesia's economic gateway in the eyes of the world. This objective condition indicates that the performance demands of the Batam Special KSOP employees are at a very high level and must be zero-error tolerance.

Employees, particularly those in the maritime safety and patrol functions, are often faced with physically demanding fieldwork under extreme port weather conditions, while also having to complete administrative tasks related to digital reporting in the office on the same day. Qualitative workloads, such as the psychological pressure to make crucial decisions quickly—such as authorizing or delaying a ship's departure in adverse weather conditions—add to employees' mental burden.

A marine inspector at the Batam Special KSOP is required to master international maritime law (SOLAS, MARPOL, and STCW Conventions), possess technical expertise

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in ship engineering and stability, and communicate in maritime English. Furthermore, with the implementation of port digitalization systems such as Inaportnet and the Carrier's Single Submission (SSM), employees are required to be adaptable to the latest information technology.

However, the reality on the ground often reveals a competency gap. Not all employees have formal maritime education or receive equal access to regular technical training. Job rotation, which sometimes fails to consider the principle of "the right man in the right place," can place employees with administrative backgrounds in technical port supervision positions. This limited competency has the potential to delay document verification, trigger doubts about legal action at sea, and ultimately become a major obstacle to optimizing employee collective performance.

Based on initial observations and the phenomena occurring at the Batam Special Harbormaster and Port Authority Office (KSOP), there are indications that employee performance has not consistently reached its optimal level. Targets for enforcing shipping safety and speeding up port service delivery sometimes still face obstacles in the field. The heavy workload due to high global ship traffic, the unequal mastery of cutting-edge maritime technical competencies, and the challenges of a dynamic port work environment are suspected to be stimulating variables that distort employee performance achievements.

Based on the empirical background and theoretical basis, the researcher considers it necessary to conduct an in-depth study through a structured scientific research with the title: "The Influence of Workload, Employee Work Competence and Work Environment on Employee Performance at the Harbormaster's Office and Batam Special Port Authority".

LITERATURE REVIEW

According to Hasibuan (2019:10), "Human Resource Management is the science and art of regulating the relationships and roles of the workforce so that they actively and efficiently help achieve the goals of the organization, employees, and society." Therefore, work performance is the result of the relationship between effort, ability, and task perception. Task perception is an indicator of how individuals believe they can realize their efforts in their work.

Meanwhile, according to Handoko (2018:4), "human resource management is the recruitment, selection, development, maintenance and use of human resources to achieve both individual and organizational goals." Nurjaya (2021) states that performance is the level of achievement of results from carrying out specific tasks. Organizational performance is the level of achievement of results in order to achieve organizational goals. Putri (2020) states that performance is the results of a person's or group's work

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functions in an organization over a certain period of time which reflects how well a person or group fulfills the requirements of a job in an effort to achieve organizational goals. Lilyana, De Yusa, and Yatami (2021) stated that performance is the work results that have been achieved by completing the tasks and responsibilities that have been given within a certain period of time.From these definitions, the author can conclude that performance is the results of an individual or group of individuals in completing assigned tasks and responsibilities. An employee's performance is essentially the result of their work over a specific period compared to predetermined and mutually agreed-upon standards, targets, or criteria.

Workload

According to Lestari et al, (2020) workload is the volume of work results or records of work results that can show the volume produced by a number of employees in a particular section. According to Roman and Ichsan, (2021) workload is a large amount of work that must be carried out, such as quite high working hours, quite high work pressure or in the form of large responsibilities for the work being carried out. According to Pangabean et al, (2024) workload is a collection of work that must be completed by employees within a certain period of time. According to Widodari et al, (2024) Workload is every procedure or task that must be completed within a certain time period. A worker's burden does not increase if they are able to complete and adapt to various activities. According to Vanesa et al, (2024) individual workload has been determined according to company work standards based on the type of work.

According to Prastiwi et al., (2022) argue that workload is the number of a series of activities that need to be completed by workers in a relatively short time, if workers are able to manage their work well and are also able to adapt to the many responsibilities imposed by their superiors, this will be a burden for workers, but on the contrary, if a job cannot be done by workers, these obligations and activities will become excessive burdens. This can be caused by the level of expertise required being too high, the work speed may be too high, short time constraints, the work volume may be too much, and so on. Workload is a worker's defined performance standards for their job within the company. Workload is a condition of the job, with a description of the tasks that must be completed within a specific timeframe.

Employee Work Competencies

According to Sedarmayanti (2019), competence is "a fundamental characteristic possessed by a person that directly influences, or can predict, excellent performance." According to Mangkunegara (2017), competence is "a fundamental factor possessed by

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someone who has greater abilities, which makes them different from someone who has average or ordinary abilities."

According to (Wibowo, 2018), competence is the ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. Therefore, competence indicates skills or knowledge characterized by professionalism in a particular field as something that is most important, as a superior field. According to Tannady (2017), "competence is everything a person possesses, in the form of knowledge, skills, and other internal factors that enable them to perform a task. In other words, competence is the ability to carry out tasks based on the knowledge and skills possessed by each individual."

According to Dharma (2018), "competence is what a person brings to their work in the form of different types and levels of behavior. This must be distinguished from the specific attributes (knowledge, skills, and expertise) needed to perform various tasks related to a job." Based on several definitions of competence according to the experts above, it can be concluded that competence is a person's expertise or ability to carry out tasks or work and also complete them well based on the knowledge and skills they have.

Work Environment

According to Simanjuntak in (Khaeruman et al., 2021) "the work environment can be interpreted as all the tools faced, the surrounding environment where a person works, his work methods, as an influence on his work both as an individual and as a group" Meanwhile, according to Sihombing (in Khaeruman et al., 2021), "the work environment is the external factors, both physical and non-physical, within an organization. Physical factors include work equipment, workplace temperature, and the working relationships formed within the company between superiors and subordinates, as well as between fellow employees."

Nitisemito in Setiana (2019:152) defines the work environment as something that exists around employees that can influence them in carrying out the work assigned. Based on Nitisemito's definition of the work environment, employee performance can be affected by the surrounding environment, for example, the work space is not spacious, the temperature is hot, there is insufficient lighting, and poor working relationships between employees and superiors.

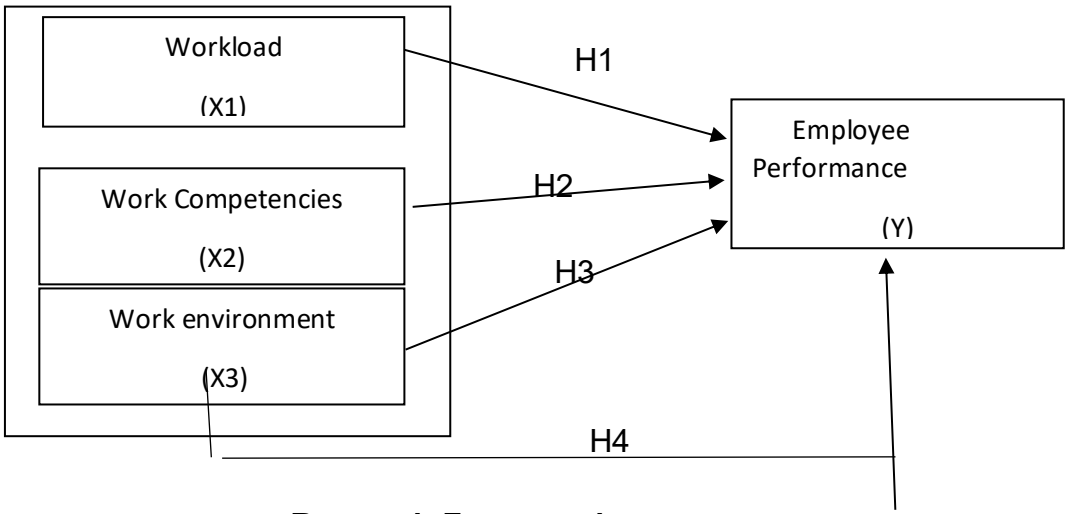
Based on several definitions from experts, researchers conclude that the work environment is everything that surrounds employees while they are working, which can influence them. The work is done during working hours, and the better the work environment in an organization or company, the better.will have a good influence on the formation of individual character and will have an impact on improving the performance of employees in organizational institutions and in the office.

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Framework of thinking

The variables used in this study are Workload (X1), Work Competence (X2), and Work Environment (X3) as independent variables, while the dependent variable is Employee Performance (Y) at the Batam Harbormaster and Special Port Authority Office. The relationship between the variables can be seen schematically in the following figure:



Research Framework

Hypothesis Submission

Based on the background of the problem, theoretical basis, research objectives and looking at the objective conditions at the Batam Special Port Authority and Harbormaster Office, the author has compiled a temporary assumption or hypothesis for this research as follows:

1. There is an Influence of Workload on Employee Performance at the Harbormaster's Office and Batam Special Port Authority.
2. There is an Influence of Work Competence on Employee Performance at the Harbormaster's Office and Batam Special Port Authority.
3. There is an Influence of the Work Environment on Employee Performance at the Harbormaster's Office and the Batam Special Port Authority.
4. There is an Influence of Workload, Work Competence and Work Environment on Employee Performance at the Harbormaster's Office and Batam Special Port Authority.

RESEARCH METHODOLOGY

Data Types and Sources

To conduct research, of course a number of data are needed and to obtain them they are grouped into two:

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The data sources for this research are as follows:
Primary Data, namely data that the author obtained directly from the object through research or direct observation of the problem being studied, namely through interviews with employees at the Harbormaster's Office and the Batam Special Port Authority collected through a list of questions that have not been processed for certain purposes, both data that have been prepared. Secondary Data, namely data and information obtained from sources related to this research, such as: Data on the organizational structure of employees at the Harbormaster's Office and the Batam Special Port Authority. Number of employees at the Harbormaster's Office and the Batam Special Port Authority.
The types of data used in the research are as follows:
Qualitative Data. Qualitative data is non-numerical data that describes the characteristics, properties, or categories of a phenomenon. This data focuses on deeper meaning, such as opinions, narrative descriptions, and behavioral observations, rather than on numbers or statistical measurements. Quantitative Data. Quantitative data is data that can be measured, calculated, and expressed numerically. This data is objective and systematic, making it ideal for analysis using statistical or computational methods to test theories and draw conclusions.

Population and Sample

Population

Sugiyono (2018:130) states that population is a general area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions are drawn. The population in this study is all employees at the Harbormaster and Special Port Authority Office of Batam, totaling 152 employees. According to Sugiyono (2017:85), the definition of saturated sampling is a sampling technique when all members of the population are sampled, this is done when the population is relatively small.

Meanwhile, based on calculations using the Slovin formula to determine the sample size that will be used as respondents by the author in making this thesis is 60.31 so it can be rounded up to 60 respondents from the Batam Harbormaster and Special Port Authority Office.

Data Analysis Techniques

The research analysis technique used is simple and multiple regression analysis. This technique is used to answer questions related to which factors are most dominant in influencing employee performance at the Harbormaster's Office and the Batam Special Port Authority. Furthermore, to determine the influence of the relationship between the

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variables of Workload, Work Competence, and Work Environment on employee performance at the Harbormaster's Office and the Batam Special Port Authority, the statistical formulas of Multiple Regression and Correlation are used. then the statistical formulas of Multiple Regression and Correlation are used. However, to see the relationship between the influence of one variable on another variable, it is necessary to use the formulas of multiple regression and correlation, namelyby using the Least Square Method to estimate the function:

$$Y=a+b1X1+b2X2+b3X3+e$$

DISCUSSION OF RESEARCH RESULTS

Analysis of the Influence of Workload (X1) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.151a	.123	.004	2,099

a. Predictors: (Constant), Workload

The R Square figure, which is the squared correlation figure or 0.1512, is 0.123. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.123 or equal to 12.30%. This figure means that only 12.30% of Employee Performance at the Harbormaster and Special Port Authority Office of Batam can be explained using the Workload variable. Meanwhile, the remaining 87.70% (100% - 12.30%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1, which means that the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19,376	3,019		6,418	.000
	Workload	.130	.141	.151	3,918	.365

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

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Y = a + bx

Where :

Y = Employee Performance

X1 = Workload

a = the constant number in this study is 19.376

b = regression coefficient figure of 0,130

From the data above, the equation is as follows:

Y = 19,376+ 0.130 X1

The t-test will be used to test the significance of the constant and variable Workload (X1) on Employee Performance (Y) at the Batam Harbormaster and Special Port Authority Office.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 3,918
- t table = to calculate the t table, use the following conditions:

  α = 0,05:2 = 0.025

  Degree of Freedom(DF) = (number of data – 2) or 60 – 2 = 58

  t table = 1.685 results from the table

Because t count (3,918) > t table (1,685), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Workload variable has an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam.

Analysis of the Influence of Employee Competence (X2) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.276a	.126	.122	2,117

a. Predictors: (Constant), Employee Competence

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The R Square number (squared correlation number or 0.2762 is 0.126. The R Square number is also called the Determination Coefficient. The magnitude of the determination coefficient number is 0.126 or equal to 12.60%. This number means that only 12.60% of the Performance of Employees of the Harbormaster and Special Port Authority Office of Batam that occurs can be explained by using the Employee Competence variable of the Harbormaster and Special Port Authority Office of Batam. While the rest, namely 97.40% (100% - 12.60%) must be explained by other causal factors. To be known, the magnitude of the R Square ranges from 0 to 1 which means that the smaller the magnitude of the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23,667	3,362		7,039	.000
	Employee Competence	.472	.158	.376	4,459	.009

a. Dependent Variable: Employee Performanc

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance

X2 = Employee Competence

a = the constant number in this study is 23,667

b = regression coefficient figure of 0.472

From the data above, the equation is as follows:

Y = 23,667+ 0.472 X2

The t-test will be used to test the significance of the constant and variable Employee Competence factor (X2) on the Employee Performance variable (Y) at the Batam Harbormaster and Special Port Authority Office.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y).

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- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 4.459
- t table = to calculate the t table, use the following conditions:
  α = 0.05 : 2 = 0.025
  Degree of Freedom (DF) = (number of data – 2) or 60 – 2 = 58
  t table = 1,685→ results from the table

Because t count (4.459) > t table (1,685), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the variable Employee Competenceinfluence on Employee Performance variables At the Harbormaster and Special Port Authority Office of Batam.

Analysis of the Influence of Work Environment (X3) on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.712a	.508	.494	1,490

a. Predictors: (Constant), Work Environment

The R Square figure is the squared correlation figure or 0.7122, which is 0.508. The R Square figure is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.508 or equal to 50.80%. This figure means that 50.80% of Employee Performance at the Harbormaster and Special Port Authority Office of Batam can be explained using the Work Environment variable. While the remaining 49.20% (100% - 50.80%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1, which means the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

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Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,659	2,715		2,084	.044
	Work environment	.752	.124	.712	6,092	.000

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = a + bx

Where :

Y = Employee Performance
X3 = Work Environment
a = the constant number in this study is 5.695
b = regression coefficient figure of 0.752

From the data above, the equation is as follows:

Y = 5.695 + 0.752 X3

The t-test will be used to test the significance of the constant and Work Environment (X3) on Employee Performance (Y) at the Batam Harbormaster and Special Port Authority Office.

Hypothesis

- Ho = regression coefficient is not significant (there is no significant relationship between variable X and variable Y)
- H1 = significant regression coefficient (there is a significant relationship between variable X and variable Y)

Decision:

- If t count < t table, then Ho is accepted.
- If t count > t table, then Ho is rejected
- t count = 6.092
- t table = to calculate the t table, use the following conditions:
  α = 0.05 :2=0.025
  Degree of Freedom (DF) = (number of data – 2) or 60 – 2 = 58
  t table = 1.685 results from the table

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Because the calculated t (6.092) > t table (1.685), Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the variable The work environment influences the employee performance variable at the Harbormaster's Office and the Batam Special Port Authority.

Correlation Analysis of Workload (X1), Employee Competence (X2) and Work Environment (X3) Simultaneously on Employee Performance (Y)

Model Summary

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.726a	.527	.485	1,504

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

The R Square number (squared correlation number or 0.7262) is 0.527. The R Square number is also called the Coefficient of Determination. The magnitude of the coefficient of determination is 0.527 or equal to 52.70%. This figure means that 52.70% of Employee Performance at the Harbormaster and Special Port Authority Office of Batam can be explained using the variables Workload, Employee Competence and Work Environment. While the remaining 47.30% (100% - 52.70%) must be explained by other causal factors. For your information, the magnitude of the R Square ranges from 0 to 1, which means the smaller the R Square, the weaker the relationship between the two variables. Conversely, if the R Square is closer to 1, the stronger the relationship between the two variables.

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	85,484	3	28,495	12,605	.000a
	Residual	76,858	56	2,261		
	Total	162,342	59			

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

b. Dependent Variable: Employee Performance

The Anova test produces a calculated F value of 12.605 > F table 2.86 with a significance level (probability number) of 0.05. If calculated F > F table then Ho is rejected and H1 is accepted. Therefore, the regression coefficients of Workload (X1), Employee

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Competence (X2) and Work Environment (X3) together have a significant effect on the Employee Performance variable (Y) at the Batam Harbormaster and Special Port Authority Office.

To be used as a regression model that can be used to predict dependent variables, the significance number (sig) must be < 0.05.

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,138	4.109		2,494	.144
	Workload	.224	.109	.244	4.130	.006
	Employee Competence	.135	.113	.037	3,306	.001
	Work environment	.817	.136	.774	5,986	.000

a. Dependent Variable: Employee Performance

This section describes the regression equation to determine the constant number and test the significance of the regression coefficient. The regression equation is:

Y = 6.138 + 0.224X1 + 0.135 X2 + 0.817X3 +e

1) The constant of 6.138 means that if there is no increase in Employee Workload (X1), Employee Competence (X2) and Work Environment (X3), then Employee Performance at the Batam Harbormaster and Special Port Authority Office will increase by 6.138.
2) The Workload Coefficient (X1) of 0.224 means that for every 1 percent increase in Workload, Employee Performance at the Batam Harbormaster and Special Port Authority Office increases by 0.224.
3) The Employee Competency Coefficient (X2) of 0.135 means that for every 1 percent increase in Employee Competency, Employee Performance at the Batam Harbormaster and Special Port Authority Office will increase by 0.135.
4) The Work Environment Coefficient (X3) of 0.817 means that for every 1 percent increase in the Work Environment, Employee Performance at the Batam Harbormaster and Special Port Authority Office will increase by 0.817.

CONCLUSION AND SUGGESTIONS

Conclusion

Based on the description in the previous chapter, it can be generally concluded that

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as follows:

1. In testing the hypothesis whether the Workload variable has an effect on Employee Performance at the Batam Harbormaster and Special Port Authority Office, then because the calculated t (3,918) > t table (1,685), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Workload variable has an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam.
2. In testing the hypothesis whether the Employee Competence variable has an effect on Employee Performance at the Batam Harbormaster and Special Port Authority Office, then because the calculated t (4.459) > t table (1,685), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Employee Competence variable has an effect on the Employee Performance variable at the Batam Harbormaster and Special Port Authority Office.
3. In testing the hypothesis whether the Work Environment variable has an effect on Employee Performance at the Harbormaster and Special Port Authority Office of Batam, then because the calculated t (6.092) > t table (1.685), then Ho is rejected and H1 is accepted, meaning; The regression coefficient is significant or the Work Environment variable has an effect on the Employee Performance variable at the Harbormaster and Special Port Authority Office of Batam.
4. In testing the hypothesis whether the variables of Workload, Employee Competence and Work Environment simultaneously influence Employee Performance at the Harbormaster and Special Port Authority Office of Batam. The Anova test produces a calculated F value of 12.605 > F table 2.86 with a significance level (probability number) of 0.05. F count > F table then Ho is rejected and H1 is accepted. Then the regression coefficient of Workload (X1), Employee Competence (X2) and Work Environment (X3) together have a significant effect on the Employee Performance variable (Y) at the Harbormaster and Special Port Authority Office of Batam.

Suggestions

Based on the research results, discussions, and conclusions that have been described previously, the author has formulated several constructive suggestions that are expected to be used as considerations by the management of the Batam Special Harbormaster and Port Authority Office (KSOP) and subsequent researchers:

1. A scheduled job rotation system needs to be implemented between administrative staff at the head office and operational staff in the field to prevent burnout and physical exhaustion. Optimizing technology use and maintaining the stability of the Inaportnet and Batam Logistic Ecosystem (BLE) systems must be maintained to reduce manual document verification wait times, which can be time-consuming for employees.

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2. Agencies are advised to expand participation in Harbormaster Technical Training evenly, especially regarding updates to international maritime regulations (IMO and STCW) so that all employees have a homogeneous standard of knowledge.
3. Maintaining the reliability of facilities and infrastructure in the new Sekupang office building, as well as carrying out regular rejuvenation of work safety facilities for field officers (such as patrol boats, radio communication equipment, and port PPE).
4. Considering the limitations of the variables in this study, further researchers are advised to add or explore other independent variables that are strongly suspected of influencing employee performance in maritime vertical agencies, such as Work Stress, Work Discipline, Organizational Commitment, or Transformative Leadership Style.

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