

The Effect of Human Resource Quality, Work Environment, and Work Safety on Employee Performance

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ABSTRACT

At this time, the level of competition between companies is increasing and getting tougher, so every company is required to maximize the performance of its employees in the face of continuous competition. Just like the Regional Office of DJBC Sumbagbar which is still continuing to improve employee performance in managing work. This study aims to examine the effect of the quality of human resources, work environment, and safety on employee performance in the perspective of Human Resource Management. The method used is quantitative with analysis using SPSS 25 program, involving 67 respondents determined by total sampling strategy. The findings showed that partially, the quality of human resources had a negative and insignificant effect on employee performance, while the work environment and Occupational Safety had a positive and significant effect on employee performance in the company. Simultaneously the quality of human resources, work environment, and Occupational Safety have a positive and significant effect on employee performance. The implementation of Human Resource Management in the Regional Office of DJBC Sumbagbar has been based on the principles of Justice (al-adl), Trust (al-amānah), and responsibility (al-Mas'ūliyyah).

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1. INTRODUCTION

The development of an organization is greatly influenced by performance which is a must for every individual in the company, to achieve optimal results for the sake of the main objectives of the company. This is closely related to the quality and ability of each employee in carrying out the work they are responsible for. Performance is the action of individuals in completing work that produces ideas or products to achieve the goals they want to achieve. Therefore, to meet the needs of the objectives to be achieved by both companies and employees, performance appraisals are very necessary, where in these assessments there are various components that must be met. In an effort to achieve

performance, Human Resources play an essential role in influencing how organizations function. Performance is the result of effort and behavior that has been achieved in completing the tasks and responsibilities given within a certain period of time (Rivaldo, 2022)

Human resource management includes planning, design and implementation, workforce, Employee Development, Career Management, Performance Appraisal, employee benefits, and positive cooperation. In day-to-day practice in the work environment, the organization is equipped by the human resources department which functions significantly in supporting the company to have a qualified workforce so that the company can achieve its business goals more efficiently. The human resources department has made various efforts aimed at improving the quality of human resources in the organization which will ultimately have a beneficial impact on their abilities and skills. As time goes on in their careers, it can also improve employee performance for the betterment of the company (Winata, 2022).

In the quality of human resources there is a good working environment to improve the quality of the company. Employees can improve their performance to the maximum by being supported by an appropriate work environment. The work environment is one of the elements that play a role in influencing the productivity of an employee. An employee who is in a supportive workplace will be able to contribute to the maximum and produce good performance. Conversely, when an employee is placed in an inadequate and unsupportive situation, it can make the employee become less excited, feel tired quickly, and ultimately decrease their performance level (Tolu, Mamentu, & Rumawas, 2021).

In addition to the work environment, safety at work is also important in improving employee performance, because each individual is a valuable asset that needs to be considered and developed. Therefore, employees should receive special attention and be managed as optimally as possible by the organization. This is intended so that human resources in the organization can make a maximum contribution in achieving organizational goals. In Human Resource Management, Management is needed that is able to handle resources in a structured, planned, and efficient manner. One of the main focuses for human resource managers is the Occupational Health and safety system. The implementation of Occupational Health and safety programs for employees is very important because it aims to create a safe and harmonious working environment by involving elements of management, labor, and integrated working conditions and environments to reduce the risk of accidents. Occupational Health and safety is an initiative taken by organizations to protect employees from the risk of disease, accidents, and losses that may arise from work, so that workers can carry out their duties safely. With the health and safety program, it is expected that employee productivity will increase (Fakhrurrazi & Yusnidar, 2021).

According to research (Nurcahyo & Sutianingsih, 2024) Occupational Safety Health System (K3) is a field of knowledge that covers a wide range of disciplines that focus on the well-being and safety of workers. In the context of performance, Occupational Safety and health aspects are not only the responsibility of individuals or institutions, but companies as job-providing entities have an obligation to pay attention to the health and safety of Human Resources (HR). Employee safety is a very crucial element for companies, because if this is ignored, it can lead to very bad consequences, including accidents. When accidents occur, the impact is not only felt by workers but also the company that will suffer significant losses as overall productivity may decrease. Therefore, well-being within the organization as well as among employees is very important. Occupational Safety and health (K3) is a thought and effort to ensure the integrity and perfection of both physical and spiritual labor in particular, and humans in general, the work and culture to become a just and prosperous society (Wangi, Bahiroh, & Imron, 2020).

Basically, Human Resources, work environment and safety are very related to employee performance, namely the ability of employees to produce something compared to the use of existing human resources in an organization, therefore according to (Hasibuan, Ardiani, & Putra, 2024) Human Resource performance still needs to be improved by means of education and training programs. The purpose of Human Resource Management is to increase the contribution of employees to the

organization in order to achieve the productivity of the organization concerned. Employees become the main contribution in the industry, because basically production is a manifestation of the ability acquired by employees, which is where the triggering factor for the achievement of employee performance must be very considered by adjusting the needs as well as the proper maintenance of the company.

The Directorate General of Customs and excise is a global institution that almost all countries in the world have, such as the police, prosecutors, courts, or armed forces, whose existence exists at all times. Directorate General of Customs and excise is the name of a government agency that serves the public in the field of Customs and excise (Kristinah, Lauren, Agustini, & Riandini, 2021). Based on the pre-survey and interview with one of the employees of DJBC Sumbagbar Bandar Lampung City who has long worked in the company related to the quality of human resources, work environment, and safety, namely on the performance of employees, in the opinion (Arahaf, 2025) employees during the placement of human resources at DJBC Sumbagbar are very outstanding, employees have adequate certifications and licenses in the field of Customs, such as Customs Broker certification or importer license, employees get adequate education and training. The Regional Office of DJBC Sumbagbar has a comfortable working environment, such as a clean and tidy workspace, adequate work equipment, and facilities that support and have a positive organizational culture, such as a collaborative work culture, high adaptability, and commitment to quality work. Employees have adequate physical labor safety, such as adequate Occupational Safety Equipment, clear occupational safety procedures, and regular occupational safety training. In the work safety of employees of DGT Sumbagbar depends on our personality that must be able to coordinate and maintain themselves, because in this case the work includes high risk, especially in part p2 (action and investigation) dealing with matters related to safety.

In Islam, the action or something that a person does is often defined by the term practice. Practice or work in Islam is directed to fulfill one's obligations as an effort to draw closer to Allah. According to Asyraf Hj Ab Rahman the term "work" in Islam does not merely refer to seeking sustenance to support themselves and their families by spending time day and night, from morning to evening, continuously tireless, but includes all forms of practice or work that has elements of goodness and blessings for themselves, their families and the surrounding community and the state (Hasmy, 2019).

Al-Qur'an as a guide in life for humans in acting or doing an act, here is a verse that explains the importance of working in Islam:

تَعْمَلُونَ كُنْتُمْ بِمَا فَيَنْبِئُكُمْ وَالشَّهَادَةِ الْعَيْبِ عِلْمٍ إِلَى وَسْتَرْدُونَ وَالْمُؤْمِنُونَ وَرَسُولُهُ عَمَلَكُمْ اللَّهُ فَسَيَرَىٰ أَعْمَلُوا وَقُلْ

Say, " work, and Allah will see your work, and His Messenger and the believers, and you will be returned to the knower of the unseen and The seen, and he will inform you of what you used to do."(QS. At-Taubah 9: Verse 105).

The wealth of wealth obtained by working, through the effort to revive the dead land (ihya al-mawaat), looking for mining materials, hunting,intermediaries/simsar, cooperation (mudharabah/murobahah), working as an employee. While the property obtained without the outpouring of power and effort include grants, gifts, Wills, diyat, dowry, tirkah, seekah. Islam prohibits a muslim from acquiring goods and services in ways that are not pleasing to Allah, such as gambling, usury, prostitution and other immoral acts. Islam also forbids a muslim to acquire property through the means of corruption, stealing, cheating. Because this must harm others and cause chaos in the midst of society (Wahab, 2021)

Although many studies have examined the effect of human resource quality (HR), work environment, and safety on employee performance in general, there are still limited studies that specifically examine this relationship in the context of Human Resource Management (MSDI) in government organizations such as the Regional Office of the Directorate General of Customs Sumbagbar. Previous research has tended to focus on the private sector or non-profit organizations, and often has not integrated MSDI's more holistic, human values-oriented perspective in its analyses.

Therefore, there is a research gap to understand how these three factors interact and influence the performance of employees in government agencies with the peculiarities of work culture and existing regulations, especially within the framework of MSDI which emphasizes the comprehensive development of human potential.

Based on the background of the above problems and research gaps, this study aims to analyze and comprehensively understand the influence of the quality of human resources, work environment, and safety on the performance of employees in the Regional Office of the Directorate General of Customs Sumbagbar. Furthermore, this study will examine how these three factors interact and contribute to improving employee performance in the perspective of Human Resource Management (MSDI), with the hope of providing strategic recommendations for agency leaders in optimizing HR management to achieve organizational goals more effectively and efficiently.

Maslow's Hierarchy Of Needs

Maslow's theory of needs is a hierarchical theory of needs containing basic human needs. Humans are positioned as weak and constantly evolving beings, have the potential for achievement and are influenced by the environment to be able to grow tall, straight, and beautiful. Maslow's hierarchy of needs has five basic levels. To achieve higher basic needs, man does not need to meet the previous level. This theory was developed by Abraham Maslow (1943) and explains that employees have basic needs that must be met to increase motivation, performance and well-being. In the application of this theory we can improve employee performance, Improve Employee Welfare, reduce the risk of workplace accidents, increase employee retention, and increase productivity (Ajabar, 2020).

In the perspective of Human Resource Management, the relationship between the quality of human resources, work environment, and safety with employee performance can be explained closely through Maslow's hierarchy of needs. High HR quality, through training and development, helps employees meet the needs of self-actualization and reward (the top level of Maslow's hierarchy) because they feel competent and valued. A conducive and supportive work environment facilitates meeting the social needs (affiliation) and safety needs (safety needs) of employees, because they feel part of the team and protected. Meanwhile, Occupational Safety directly meets physiological needs and a sense of security (the basic level of Maslow's hierarchy), where employees feel assured of their physical and mental well-being, thus freeing them to focus on work and achieve optimal performance. When these basic to upper-level needs are met, employee motivation and overall performance will increase significantly.

Dimensions Of Maslow's Hierarchy Of Needs Theory

According to research by (Christy & SE, 2019) the theory of hierarchy of needs is a hierarchy of four needs, namely psychological, physiological needs, which are related to the needs of the body biologically. Physiological needs include food, water, oxygen, and normal body temperature. Security, security needs little in the company except in emergencies, disasters, or social failure of the organization in the social structure. The need for love, affection, man needs a sense of love, affection and belonging. Not only to be loved, but also to love, that is, to give the same needs to others will also meet their own basic needs. The need for esteem, humans have a need to be respected by others, trusted by others, and stable themselves. When this need has been achieved, the person's self-confidence level will also increase and have high self-esteem, if each successive need is met, after a certain need is met, the next need becomes dominant.

Quality Of Human Resources

Human resources is one of the capital and holds a most important role in achieving company goals. Therefore, companies need to manage human resources as well as possible (Prastiwi, Ningsih, & Putrini, 2022). Human resources are also influenced by several important factors including work discipline which is an awareness of individuals to be orderly, voluntary to obligations, regulations, high values

of work and behavior set by the company. Organizational culture factors in a company are also no less important because organizational culture can affect the quality of human resources itself. Factors such as leadership, organizational structure, company values, selection and recruitment, and communication and collaboration can influence organizational culture. It is important for any organization to understand these factors and take concrete steps to build a culture that is compatible with the objectives and values of the company. Therefore, a company must be able to manage human resources well in order to improve the performance of employees in the company.

A good quality of Human Resources (HR) can be fulfilled when an organization is able to meet the Maslow Hierarchy of needs of its employees, ranging from basic physiological needs to self-actualization, which in turn will motivate them to improve performance. By meeting needs at every level of the hierarchy, such as providing a decent salary (physiological), a safe work environment (security), opportunities for social interaction (social), rewards for achievement (rewards), and opportunities for self-development (self-actualization), organizations indirectly invest in improving the quality of their human resources.

Working Environment

Organizations need to understand their human resource capabilities as a result of increasingly tight business competition conditions. Work environment is a place where there are a number of groups in which there are several supporting facilities to achieve company goals in accordance with the vision and mission of the company. The work environment can be physical and non-physical, the physical environment is all the physical circumstances that exist around the workplace that can affect employees both directly and indirectly, while the non-physical environment is the state of the employee's work environment in the form of a harmonious working atmosphere where there is a relationship or communication between subordinates and superiors (Lestary & Chaniago, 2017).

The work environment plays a crucial role in meeting the various levels of Maslow's hierarchy of needs in employees, ranging from physiological needs such as a decent salary, basic facilities and a sense of security regarding job security, physical safety, to social needs, rewards, and self-actualization such as self-development opportunities. In other words, a holistically supportive work environment allows employees to move up the Maslow ladder of needs, thereby fostering motivation and optimal performance.

Work Safety

Generally, the workplace safety and health of employees reflects the physical and psychological conditions of the workforce that are affected by the corporate environment. Contained in the study (Rangkuti, Ramadhan Singarimbun, & Superizal, 2021) states that Occupational Safety and health (K3) is a program created by the government that must be complied with and implemented by employers and workers as an effort to prevent accidents and occupational diseases by identifying things that have the potential to cause accidents and diseases. The goal is to create a comfortable, healthy workplace so as to reduce as low as possible the risk of accidents and diseases. In a company attention to occupational health, occupational safety and occupational protection issues from loss or injury caused by accidents related to work. Then along with the development of the industry, companies began to pay attention to the health of workers in the broadest sense, namely the freedom of work from physical and psychological pain. Therefore, safety at work is very influential on employee performance.

Occupational Safety directly meets the need for a sense of security in Maslow's hierarchy of needs, which is second only to physiological needs, since employees need protection from physical dangers and guarantees of stability in the work environment. By meeting these security needs, employees will feel more comfortable and avoid the anxiety of the risk of injury or accident, which then allows them to move on to meet higher needs such as social needs, rewards, and self-actualization, thus contributing to improved performance.

Employee Performance

Basically, employee performance is something that is difficult to assess, because it consists of several internal and external factors from the employee himself that can affect overall performance. Internal factors that influence can be in the form of motivation, expectations and goals of employees at work, while external factors are the physical environment and non-physical environment of the company, the physical environment in the form of buildings and corporate layout, while the non-physical environment is the corporate culture. *inerja* is a comparison between the results of work that has been carried out or that has been obtained with the tasks given by the company. Those duties that are carried out refer to those that are ordered or that are declared as responsibilities entrusted in the Office of a person. Therefore, the performance of an employee will determine the success or failure of an employee in carrying out their duties in achieving company goals (Qurbani, Selviyana, Surya, No, & Selatan -Banten, 2018).

Employee performance is closely related to Maslow's hierarchy of needs because the fulfillment of each level of needs will progressively motivate employees to make their best contributions. When basic needs such as decent pay and a sense of job security are met, employees can step into social needs, rewards, and ultimately self-actualization, which directly correlate with increased productivity, innovation, and loyalty to the organization.

2. METHODS

This study includes quantitative research. Quantitative research is research that demands a lot of use of numbers, ranging from data collection, interpretation of the data, as well as the appearance of the results (Syahroni, 2022). The data collection process is done through observation, interview and documentation. The sampling technique used in this study is the Total Sampling method with a sample of 67 respondents equal to the population.

Before performing the main regression analysis, a series of classical assumption tests were performed to ensure the validity and reliability of the model, including normality tests to check whether the data is normally distributed, multicollinearity tests to detect high correlations between independent variables that may interfere with the estimation of regression coefficients, and heteroscedasticity tests to ensure that the residual variance is constant throughout the prediction range. The entire statistical analysis process is carried out with the help of SPSS (Statistical Package for the Social Sciences) version 25 software, which enables efficient and accurate data processing.

3. FINDINGS AND DISCUSSION

Test Research Instruments

Validity Test

After the primary data collection through questionnaires, it is necessary to test the validity to determine whether the research instruments that have been used can be declared valid to measure the variables of the study. Validity test is done by comparing the value of R count with R table.

1. If the value of R count > R table, then the questionnaire item is declared valid.
2. If the value of R count < R table, then the questionnaire item is declared invalid.

Table 1
Validity test results of HR management instruments, work environment, safety and Employee Performance

Statement items	R count	R table	Description
x1p1	,421	0,244	Valid
x1p2	,518	0,244	Valid
x1p3	,480	0,244	Valid
x1p4	,333	0,244	Valid
x1p5	,421	0,244	Valid
x1p6	,563	0,244	Valid
x1p7	,319	0,244	Valid
x1p8	,471	0,244	Valid
x2p1	,399	0,244	Valid
x2p2	,402	0,244	Valid
x2p3	,512	0,244	Valid
x2p4	,435	0,244	Valid
x3p1	,363	0,244	Valid
x3p2	,391	0,244	Valid
x3p3	,471	0,244	Valid
x3p4	,537	0,244	Valid
x3p5	,337	0,244	Valid
x3p6	,480	0,244	Valid
yp1	,353	0,244	Valid
yp2	,445	0,244	Valid
yp3	,308	0,244	Valid
yp4	,560	0,244	Valid

Source: primary data processed, 2025

From the output table above, it is known that $R \text{ count} > 0.244$, it can be concluded that the 22 or all items of questionnaire questions for validity variables are valid or consistent.

Reliability Test

Reliability test can be done together against all items or items of questions in the questionnaire (questionnaire) research. The basic decision-making in the reliability test is as follows:

1. If the value of Cronbach's Alpha > 0.60 then the questionnaire or questionnaire declared reliable or consistent.
2. Meanwhile, if the value of Cronbach's Alpha < 0.60 then the questionnaire or questionnaire declared unreliable or inconsistent.

Table 2
Reliability Test Results Of Research Instruments
Reliability Statistics

Cronbach's Alpha	N of Items
,792	22

Source: primary data processed, 2025

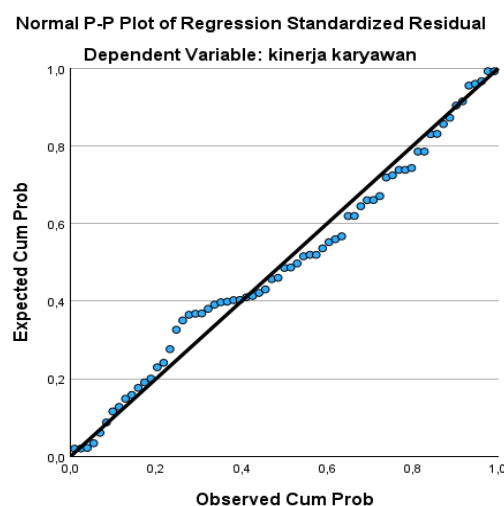
Known output of the reliability test above there are N of Items (number of items or items of questionnaire questions) there are 22 items with Cronbach's Alpha value of 0.792. Because the value of Cronbach's Alpha is $0.792 > 0.60$, then as the basis for decision making in the reliability test above, it can be concluded that all 22 or all question items are reliable or consistent.

Classical Assumption Test

Classical assumption test is used to determine whether or not a regression model. Before performing multiple linear regression analysis and hypothesis testing, it is necessary to perform several tests of classical assumptions. The purpose of this test is to determine whether the regression model used is free from Assumption deviations and meets the requirements necessary to ensure optimal regression quality. In this study, the test assumptions used are normality test, multicollinearity test, and heteroscedasticity test.

Normality Test

The normality test has the purpose of assessing whether in a regression model, the disruptive or residual variable follows a normal distribution. The method used for this normality test is to use a probability plot, with the criterion that the data is considered to be normally distributed if the plotting data (dots) that describe the actual data follow a diagonal line.



Grafik 1

The Normality Test Probability Plot

Source: primary data processed, 2025

A good regression Model is if the data distribution is normal or close to normal. Based on the normal probability plots graph in Figure 1 Above, It can be seen that each data point spreads closer to the diagonal line. It can be concluded that the data in the normality test is normally distributed.

Multicollinearity Test

Multicollinearity test is performed to test whether the regression equation found a correlation between the independent variables, linear regression model is said to be good if there is no correlation between the independent variables. The regression Model shows the presence of multicollinearity if: Tolerance value < 0.10 . The value of VIF (variance inflation factor) > 10 .

Table 3
Coefficients^a
Multicollinearity Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	7,209	2,318		3,110	,003		
HR quality	-,029	,071	-,060	-,407	,685	,561	1,783
working environment	,278	,116	,299	2,400	,019	,778	1,285
work safety	,236	,114	,312	2,066	,043	,530	1,888

a. Dependent Variable: kinerja karyawan

Source: primary data processed, 2025

Based on Table 3, it can be seen that the tolerance and VIF values for each research variable are as follows:

1. Tolerance value for Human Resource quality variable is $0,561 > 0,1$ and VIF value is $1,783 < 10$, so that human resource quality variable is stated that there is no multicollinearity symptom.
2. Tolerance value for work environment variable is $0,778 > 0,1$ and VIF value is $1,285 < 10$, so that the work environment variable is stated that there is no multicollinearity symptom.
3. Tolerance value for work environment variable is $0,530 > 0,1$ and VIF value is $1,888 < 10$, so that the work environment variable is stated that there is no multicollinearity symptom.

Heteroscedasticity Test

Heteroscedasticity test is done to test whether in the regression model variance inequality occurs from the residual of one observation to another observation, to find out it is used scatterplot graph, if there is a certain pattern, such as points that form a certain pattern, then identify heteroscedasticity has occurred. If there is no clear pattern, as well as dots spread above and below the number 0 on the Y axis, then heteroscedasticity does not occur.

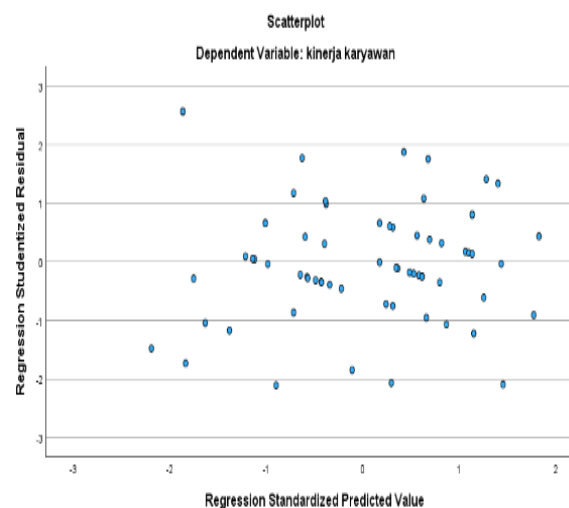


Figure 2
Heteroscedasticity Test Chart
Source: primary data processed, 2025

In the scatterplot graph shown for heterokedasticity test shows the points spread randomly and there is no clear pattern formed and in the spread of the points spread below and above the number 0. It identifies no heterokedasticity, so the regression model is feasible and there is no doubt or inaccuracy in the data.

Hypothesis Test

Multiple Linear Regression Analysis

The multiple linear regression Model in this study is expressed in the form: $KK = \beta + \beta_1KSDM + \beta_2LK + \beta_3KK + e_i$ employee performance (KK) is the dependent variable. Quality of human resources (HRD), work environment (LK) and work safety (KK) are independent variables identified in this research model while e_i is another independent variable that is not identified in this research model. The coefficients β , β_1 , β_2 , and β_3 are the values of the unstandardized coefficient obtained from the calculation results shown in Table 4 below.

Table 4
Multiple Linear Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7,209	2,318		3,110	,003
HR quality	-,029	,071	-,060	-,407	,685
working environment	,278	,116	,299	2,400	,019
work safety	,236	,114	,312	2,066	,043

Source: primary data processed, 2025

From the above test obtained multiple linear regression equation for this study, which is as follows:

$$KK = 7,209 - 0,029KSDM + 0,278LK = 0,236KK + e_i.$$

The constant 7.209 is the value of the dependent variable if all independent variables are worth 0, the positive constant indicates that if the independent variables, namely the work environment (LK), communication (KM), and workload (BK) are all fixed or constant, then the variation in employee performance changes (KK) tends to be positive. The coefficient for Human Resource quality variable is -0.029 which means that the human resource quality variable has no significant effect and negative value on employee performance. The coefficient for work environment variable is 0.278 which means that the work environment has a significant and positive effect on employee performance. The coefficient for Occupational Safety variable is 0.236 which means that the work environment has a significant and positive effect on employee performance.

Partial T Test

Hypothesis testing is done to prove the truth of the hypothesis formulated in this study, hypothesis testing techniques using the t-test and analysis of the coefficient of determination. T-test is performed to determine the partial effect of each independent variable on the dependent variable, the effect is known by analyzing the value of the count and its significance, shown in Table 5 below.

Table 5
Partial T Test

Variabel	Standardized Coefficients		Sig.	Alpha (α)	Keterangan
	Beta	t _{hitung}			
HR quality	-,060	-,407	,685	0,05	Tidak Signifikan
working environment	,299	2,400	,019	0.05	Signifikan
work safety	,312	2,066	,043	0.05	Signifikan

a. Dependent Variable: employee performance

Source: primary data processed, 2025

Analysis of the results of the t-test is:

1. The effect of Human Resource Quality on Employee Performance Based on the results of the t test for the quality of human resources obtained a significance value of 0.685, the significance value is greater than 0.05 so it is concluded that the quality of Human Resources has a negative and insignificant effect on employee performance at the Regional Office of DJBC Sumbagbar.
2. The effect of the work environment on Employee Performance Based on the results of the t-test for the work environment obtained a significance value of 0.019, the significance value is smaller than 0.05 so it is concluded that the work environment has a positive and significant effect on employee performance at the Regional Office of DJBC Sumbagbar.
3. The effect of Occupational Safety on Employee Performance Based on the results of the t-test for Occupational Safety obtained a significance value of 0.043, the significance value is smaller than 0.05 so it is concluded that Occupational Safety has a positive and significant effect on employee performance at the Regional Office of DJBC Sumbagbar.

Simultaneous F-Test

The feasibility test of the model is used to show whether the regression model is suitable for further processing. The feasibility test of the model basically shows whether all the independent variables included in the model have an influence on the dependent variable. The test was carried out using a significance level of 0.05 ($\alpha=5\%$) and F count > F table.

Table 6
Simultaneous F-Test
ANOVA^a

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44,928	3	14,976	6,513	<,001 ^b
	Residual	144,863	63	2,299		
	Total	189,791	66			

a. Dependent Variable: employee performance

b. Predictors: (Constant), safety, work environment, quality of human resources

Source: primary data processed, 2025

In the simultaneous test found the results of the analysis showed a value of F count of 6.513 > F table of 2.75 with a significance value of 0.001 (<0.05). Based on the results of this analysis, it can be concluded that the quality of Human Resources (X1), work environment (X2) and safety (X3) simultaneously have a positive and significant effect on employee performance (Y).

Discussion

Influence Of Human Resource Quality On Employee Performance

The results prove that the quality of Human Resources has no influence on employee performance. The results of the T test showed that there was no significant influence between the quality of human resources (X1) on employee performance (Y), with a significance value of $0.685 > 0.05$, so it was concluded that, the quality of human resources has a negative and insignificant effect on employee performance. so H1 is not supported. These results statistically show that human resource quality variables do not have a real impact on employee performance. The factor that makes the results insignificant is because knowledge in each human being has a different level. This study is in accordance with Maslow's hierarchy of Needs theory, which states that employee performance is influenced by the quality of human resources. That is, the better and disciplined the company in managing the available human resources will further improve the performance of employees in the company.

The results of this study are reinforced by research according to (Ayomi, 2023), with the title "the effect of Human Resource Quality on employee performance at Vouk Hotel Suites Penang", which states that human resources (HR) is considered the main driver in the organization or company, by involving the thinking and physical power of every individual who works there. However, the quality of human resources is also shown in the responses of respondents related to employee performance which indicates that employee performance is quite good. Employees are an element of effective investment that if managed and developed properly will affect the long-term rewards into the company. This is also in line with research (Amaliyyah, Nurhajati, & Khalikussabir, 2021), with the title "influence of Human Resource Quality, Work quality, work professionalism and commitment to improving employee performance PDAM Malang". Based on the test results of research Amaliyyah shows that the quality of Human Resources has a negative and insignificant influence on employee performance. From the results of the study, the authors can conclude that the variable quality of Human Resources has a negative and insignificant effect on employee performance at the Regional Office of DJBC Sumbagbar. This is caused by, in an organization humans have different levels of knowledge and skills, it does not affect the performance of employees because basically humans do a job in accordance with the knowledge and abilities possessed without having to be the same as other humans.

Influence Of Work Environment On Employee Performance

Based on the T test obtained with a value of $0.019 < 0.05$ which shows that the work environment has a positive and significant effect on employee performance. This indicates that H2 is supported. The Regional Office of DJBC Sumbagbar has implemented a safe and comfortable working environment so that employees can enjoy and do their jobs well. These results are consistent with Maslow's hierarchy of Needs theory, which states that employee performance is influenced by the work environment. When the work environment has a harmonious atmosphere, comfortable, and supported by adequate facilities, it will affect the relationship or communication between subordinates and superiors, and the relationship between fellow employees directly or indirectly.

This opinion is also reinforced by research from (Tolu et al., 2021), with the title "the influence of leadership style, work environment, and work motivation on employee performance", which explains that the work environment has a positive and significant effect on the performance of employees of the Department of Agriculture and Animal Husbandry of North Sulawesi province. Based on the above results, it can be concluded that the work environment has a positive and significant effect on employee performance. That is, the better, safer and more comfortable the work environment, the more improved the performance of employees at the Regional Office of DJBC Sumbagbar.

Influence Of Occupational Safety On Employee Performance

The results of the T-test showed that the value obtained is $0.043 < 0.05$ which draws the conclusion that Occupational Safety has a positive and significant effect on employee performance. Thus H3 is

supported. Work safety applied in a company is very important in the group of organizations engaged in their fields, at this time the Customs and excise sumbagbar provide security tools that are very supportive for employees who are in the field. This is done in order to maintain and supervise the safety of employees in doing the job. Maslow's hierarchy of Needs theory, which explains that employee performance is influenced by Occupational Safety. In an enterprise Occupational Safety and health reflects the physical and psychological conditions of labor that are influenced by the corporate environment.

These findings are in line with research conducted by (Ahyar Ahyar, Vicky Brama Kumbara, & Chintya Ones Charly, 2024), with the title "the influence of work discipline, Occupational Safety and Occupational Health on employee productivity at PT. Teluk Luas Kota Padang", in Ahyar's research concluded that Occupational Safety has a positive and significant effect on employee productivity. Safety at work is very important because to create a comfortable and healthy workplace. From the results of research and discussion it can be concluded that the variables of Occupational Safety have a positive and significant effect on employee performance at the Regional Office of DJBC Sumbagbar. This happens because, the employee needs the protection and responsibility of the company for his work. The stronger the safety protection, the higher the employee's confidence in work.

The influence of the quality of Human Resources, work environment and safety on employee performance

Simultaneous test results with a calculated F value of 6.513 significant (significance 0.001) and exceeding the F table value of 2.75, indicate that the three variables, namely the quality of human resources (X1), work environment (X2), and Occupational Safety (X3) together have a significant effect on employee performance (Y). These findings are in line with theories that support the close relationship between the quality of human resources, work environment and safety with employee performance. This study is relevant to Maslow's hierarchy of Needs theory, where companies have good quality of human resources, work environment, and safety for employees. These results are supported by research according to (Posumah, Jan, & Saerang, 2024) which emphasizes that the high quality of human resources is necessary to achieve optimal work productivity. This indicates that the quality of Human Resources has a positive effect on employee productivity. The opinion (Tolu et al., 2021), explained that there is strong empirical evidence and concluded that the work environment has a significant effect on employee performance in a company. Supported by opinion (Ahyar Ahyar et al., 2024), Occupational Safety has a positive and significant effect on employee productivity. This shows that the more safety then a significant impact on employee productivity.

Thus, from the results of this simultaneous test, it can be concluded that the quality of Human Resources (X1), work environment (X2), and Occupational Safety (X3) together have a positive and significant effect on employee performance (Y). Companies need to integrate human resource development strategies and work environment improvements in an effort to improve employee performance, which will ultimately have a positive impact on organizational success and employee well-being. Awareness of the importance of research on these variables that influence each other can help management in designing more effective and sustainable policies to achieve good performance in the optimal and much better Regional Office of DGT Sumbagbar.

Human resource management perspective on the quality of Human Resources, work environment and safety on employee performance

In view of Human Resource Management (MSDI), Islam emphasizes :

1. Justice (al-adl). The Regional Office of DJBC Sumbagbar enforces rules consistently without discrimination, ensuring that there is no preferential treatment for certain parties in the work process, this is one of the supporters of the application of human resources, work environment, Work Safety and good and targeted employee performance.

2. Amanah (al-Amanah). Employees of the Regional Office of DJBC Sumbagbar must formulate audit policies, re-Research, and special checks carefully, transparently, accountably, maintain data confidentiality, and prevent corruption.
3. Responsibility (al-Mas'ūliyyah). Employees of the Regional Office of DJBC Sumbagbar tend to be more responsible in carrying out Corporate Social Responsibility (CSR) activities such as social services, assistance to disaster victims, and community education support which makes them less interested in delaying work.

4. CONCLUSION

Based on the results of research on "the influence of the quality of Human Resources, work environment, and Occupational Safety on employee performance in the perspective of Human Resource Management (Study of the Regional Office of the Directorate General of customs of Sumbagbar)", some conclusions can be drawn as follows:

1. The quality of Human Resources has a negative and insignificant effect on employee performance at the Regional Office of DJBC Sumbagbar. At work the ability to think and science of each person is different and it does not affect the decline or rise in employee performance in the company.
2. The environment has a positive and significant effect on employee performance at the Regional Office of DJBC Sumbagbar. The harmonious and comfortable atmosphere created by the company is able to improve employee performance.
3. Work Safety has a positive and significant effect on employee performance at the Regional Office of DJBC Sumbagbar. The availability of tools and safety guarantees for employees at work can make employee performance increase and employees do not hesitate to accept work that may endanger themselves and others.
4. The quality of human resources, work environment, and safety simultaneously have a positive and significant effect on employee performance as evidenced by the significance value of 0.001 (< 0.05).
5. The Regional Office of DJBC Sumbagbar reflects the application of Human Resource Management, which is based on the principles of Justice (al-adl), Trust (al-amānah), ihsan (professionalism and responsibility (al-Mas'ūliyyah).

This study implies that the Regional Office of DJBC Sumbagbar needs to focus efforts on improving a harmonious and comfortable working environment, as well as ensuring optimal employee safety, considering that these two factors have proven to have a positive and significant effect on performance. Although the quality of human resources individually did not show a significant influence on the ups and downs of performance in this study, the finding that all three variables (Human Resource Quality, Environment, and safety) simultaneously had a positive and significant effect showed the importance of a holistic approach in Human Resource Management (MSDI). This means that while individual thinking skills are not always directly correlated with performance, creating a supportive and safe environment remains crucial to optimizing collective potential. Therefore, it is advisable for the Regional Office of DJBC Sumbagbar to continue to strengthen the implementation of MSDI principles such as Justice (al-adl), amanah (al-amānah), and ihsan (professionalism and responsibility) in human resources management, with priority to improving work facilities and safety programs. For follow-up studies, it is advisable to explore more deeply other factors that may mediate or moderate the relationship between HR quality and employee performance, such as internal motivation, leadership, or organizational culture, in order to gain a more comprehensive understanding of the complexity of performance in bureaucratic environments.

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