# The Effect of Competence, Emotional Intelligence and Work Environment on Employee Performance

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| ARTICLE INFO | ABSTRACT |
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| <br><br><br><br><br><br> | This research was conducted with the aim of knowing and analyzing the influence of competence, emotional intelligence, work environment on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency and to analyze the variables that have the most influence on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. Bone. This study chose the object of research to employees of PT. Perkebunan Nusantara XIV (Persero) Sugar Factory Bone Arasoe Kab. Bone and data collection was carried out with primary data and secondary data with sampling methods using the slovin technique, namely 68 respondents from a population of 211 employees. The results of research on competency variables, emotional intelligence and work environment simultaneously have a positive and significant effect on employee performance. Competency variables partially have a negative but insignificant effect on employee performance, emotional intelligence variables partially have a positive and significant effect on employee performance while work environment variables partially have a positive and significant effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. Data processing using multiple regression with spss version 26. This writer suggests that employees of PT Perkebunan Nusantara XIV (Persero) Sugar Factory Bone Arasoe Kab. Bone. further improve the Kempetensi variable and emotional intelligence in order to improve employee performance. and for other researchers to continue this research so that the limitations in this study can be refined.<br><br> |

## I. Introduction

In everyday life, humans cannot be separated from organizational life, because everyone will tend to live in society. We can usually see this in organizational life, family, society and in the life of the world of work where everyone will interact with their work environment. In the current era of globalization, companies must further improve the quality of human resources because it is the main factor that drives various other resources within the scope of the company. According to Veithzal Rivai Zainal (2011: 1) Human Resource Management is a science or a way of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that the objectives (goals) of the company, employees and society are maximized. We can see the results of good human resources from what they do. Thus the role of human resources in a company or organization plays a very large role in the success of a company, therefore human resources must be managed properly in order to create quality human resources. In improving human resource management, we often see efforts to improve the quality of human resources can be done by training, development, and education. In a broad sense, we can understand human resource development as a process of increasing potential, ability, competence.

The success of an organization or company is largely determined by employee performance. With that, the quality and quantity of employee performance can continue to increase in accordance with the responsibilities given by the company to employees. employee performance (work performance) is the quality and quantity of work achieved by an employee in carrying out his duties in accordance

with the responsibilities given to him (Mangkunegara (2017: 9). The success and performance of the company can be seen from the performance achieved by its employees, therefore the company demands that its employees be able to perform optimally because the good and bad performance achieved by employees will affect the performance and success of the company as a whole Septiarini and Gorda (2018) Problems regarding performance are problems that will always be faced by company management, therefore management needs to know the factors that affect employee performance. Factors that can affect employee performance will allow company management to take the necessary policies, so as to improve the performance of its employees to match company expectations Performance is the level of achievement of results for the implementation of certain tasks. Meanwhile, company performance is the level of achievement of results in order to realize company goals. Individual performance, group performance and company performance are influenced by many internal and external factors of the organization according to Akbar (2018). So many factors that affect performance are labor or human factors. Therefore, to be able to improve performance, it is necessary to pay attention to an employee's competence and emotional intelligence. Because increasing the competence and emotional intelligence of each employee will have a good influence on employee performance. Competence is what must be possessed by an employee in carrying out his work, so that the competence that has been possessed can help employees in completing work in accordance with predetermined targets. Competency factors according to Sedarmyanti (2011) are as follows: "Competence includes various technical and non-technical factors, personality and behavior, soft skills and hard skills, then used as aspects that many companies value to recruit employees in the company. Competence as a person's ability to produce at a satisfactory level in the workplace, also indicates the characteristics of the knowledge and skills possessed or required by each individual to perform their duties and responsibilities effectively. The higher the suitability of a person's competence in his field of work, the higher the employee's performance. Therefore, it can be stated that the more employees have competency suitability, the higher the level of employee performance.

In addition to competencies that can improve employee performance, there are things that need to be considered by an employee is the quality of emotional intelligence. A person's emotional intelligence may be an important element in determining the results of his work. Without well-organized emotional stability, it is likely that all of the individual's activities will be delayed. According to Robbins and Judge (2015: 70) emotional intelligence is a person's ability to judge emotions in oneself and others, understand the meaning of emotions, regulate one's emotions regularly. Employee performance is not only seen from their work ability, but the ability to manage, master themselves, establish good relationships between employees is very important for every employee. In addition, to be able to create employees who have optimal performance, one aspect that is no less important to consider is the work environment. According to (Sihaloho and Siregar 2020) explains that the work environment is an important factor and affects employees in doing their jobs. The work environment in this case is a physical environment where employees work. With a good work environment, employees will work in accordance with the wishes of the organization so as to improve employee performance. The work environment is the overall work facilities and parasaran that exist around employees who are doing work that can affect the implementation of Nabawi's work (2020). The work environment is more focused on the physical state of the workplace. A work environment that is biased and clean, gets enough light, is free from noise and disturbance, will clearly become its own Emotional Intelligence for employees in doing a good job. Therefore, every company or organization is obliged to provide a work environment for employees, so that they can work in accordance with the wishes of the organization in an effort to achieve organizational goals according to Rozarie (2017).

South Sulawesi is one of the areas with sufficient potential for industrial development and one of the main raw materials for the food industry, namely sugar, as well as the needs of people who make sugar the main ingredient in their daily lives. One of the sugar production in south Sulawesi is PT Perkebunan Nusantara XIV (persero) Bone Arasoe Sugar Factory, Bone Regency, located in arasoe village, cina kecematan, bone regency, south sulawesi province. Bone Sugar Factory is a company engaged in sugar production. As a company that processes sugar cane into sand with this large area of land, human resources are very influential on the results of sugar production. The need for employee performance in achieving increased productivity in quality and quantity, so that it can compete with other companies and even be able to be above other companies to fulfill the needs of sugar in industry and society. The company must be able to measure each employee's performance, this is one of the factors in whether or not a company goal is achieved. The company must first understand and assess

the performance of its employees by evaluating employee performance using the existing system within the company.

In PT. Perkebunan Nusantar XIV (persero) Bone Arasoe Sugar Factory, Bone Seeing the minimum salary of workers IDR 2,800,000.00 to IDR 9,370,00.00 from the salary or wages obtained by the employees doing the work is very cultural because they consider working in the factory. As employees make less effort to improve the quality of work results from time to time, employees make less effort to increase the quantity of work results, work is less likely to produce something the best and even less employees complete work not exactly at the specified time. The relationship between employee wages and work productivity is 0.5%, very low (Asmin, 2019). Employee salaries at PT. Perkebunan Nusantar XIV (Persero) Bone Arasoe Sugar Factory are in accordance with the UMR, which is around Rp. 1,500,000 for the lowest, but for employees with the hours and workload they receive it is not commensurate, employees feel their work is not appreciated by superiors (Asrul Sani, 2020).

Based on the results of research on competency variables, having formal and informal education that can support job standards is the sub variable that is classified as the lowest compared to other sub variables. Therefore, companies are expected to further develop knowledge that can support work standards to avoid problems that arise because of this from each individual. Knowledge development can be started by adding insight into the concept of applying knowledge in the field of work. There is a relationship with training according to Nani Mutmainna (2012) A significant relationship between job training variables and employee performance at the Bone Arasoe Sugar factory. Likewise, in the work environment variable, it turns out that there is no relationship between employee performance, this is different from the opinion of Sedarmayanti (2001) who says that good working environment conditions will support employee productivity which ultimately has an impact on increasing employee performance levels. In fact, emotional intelligence can not only be understood but must be accompanied by some training (training) on emotional intelligence (emotional quotient) so that it becomes a habit and then turns into the expected character in employees. This phenomenon certainly requires better emotional intelligence for employees in plantation companies so that they can continue to perform well. From the above phenomenon, this sugar factory needs employees who have good performance. To find out the performance of employees, research is needed so that the company can run well. Assessment of performance can be done by analyzing the factors related to employee kinejra, there are several factors that relate to employee performance including competence, emotional intelligence and work environment.

Based on the background of the problems that have been put forward, it will be able to present the formulation of the problem, namely: (1). Does Competence affect the Performance of Employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency? (2). Does Emotional Intelligence affect the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency? (3). Does the work environment affect the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency? (4). Do competence, emotional intelligence and work environment affect the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency?.

## II.    Methods

This research uses a survey approach and distributes questionnaires to analyze facts and data that can support the information needed to support the research discussion. While the type of research is descriptive quantitative, namely describing and explaining the effect of independent variables consisting of; Competence, Emotional Intelligence, and Work Environment on the dependent variable, namely Employee Performance of PT. Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory Kab. Bone. The object of the author's research is PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory. Which is located in Arasoe Village, Cina Kecematan, Bone Regency. This research time will be carried out for 2 (two) months, namely June 2021 to July 2021. The data collection method uses a questionnaire collected from 68 respondents. Based on the hypothesis proposed, this study uses the following analysis methods: Descriptive Analysis is an analysis carried out to assess the characteristics of a data, and is intended to describe the performance conditions related to Competence, Emotional Intelligence, and work environment. Multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2, X3) with the

dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related. The formulation of multiple linear regression analysis is as follows. Multiple linear regression analysis formula:

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

Description:
Y = Employee Performance
X1 = Competence
X2 = Emotional Intelligence
X3 = Work Environment
a = Constant
b1, b2, b3 = Regression coefficient
e = Error Factor

1. Instrument Validity Test. The validity test is a test used to show the extent to which the measuring instrument used in a measure measures what is measured. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The correlation value obtained and compared with the criticism number of the r value correlation table, if the calculated r value> r table, provided that the calculated r value> 0.30 then the statement is valid or significant. The validity test results were carried out using the SPSS program

2. Reliability Test. According to Sugiharto and Sitinjak (2006), reliability refers to an understanding that the instruments used in research to obtain information used can be trusted as data collection tools and are able to reveal actual information in the field. The reliability test is determined by the Cronbach's alpha coefficient with the condition that the instrument is reliable if it has Cronbach's alpha α> 0.60 using the SPSS program.

3. Determination Coefficient Test. The coefficient of determination (R2) test is intended to determine the best level of accuracy in regression analysis where it is indicated by the magnitude of the coefficient of determination (R2) between 0 (zero) and I (one). Coefficient of determination (R2) zero independent variables have absolutely no effect on the dependent variable. If the coefficient of determination is closer to one, it can be said that the independent variable has an effect on the dependent variable. In addition, the coefficient of determination (R2) is used to determine the percentage of changes in the non-independent variable (Y) caused by the independent variable (X).

4. Hypothesis Test, namely the Partial Effect Significance Test (t test) With the cut-off level used is 5% or 0.05. If the probability level of significance> 5% or 0.05 then the hypothesis is rejected, and if the probability level of significance < 5% or 0.05 then the hypothesis is accepted. Simultaneous Significance Test (F Test). To test this hypothesis, F statistics are used with the following decision-making criteria; α count> α (0.05), then Ha is rejected, meaning that there is no influence between the independent variables on the dependent variable. And α count < α (0.05), then Ha is accepted, meaning that there is an influence between the independent variable on the dependent variable..

The operational definition of a variable is the definition of the variable (which is revealed in the definition of the concept), operationally, practically, in reality within the scope of the research object / object under study. The variables used in this study are independent variables and dependent variables as shown in table 1.

**Table 1. Operational Definition of Variables**

| Variable Type | Definition | Indicator | Scale |
|---|---|---|---|
| Competence | Competence is an ability to perform a job or task based on skills and knowledge and | Some aspects contained in the concept of competence according to Gordon in | Skala *Likert* |

| | | | |
|---|---|---|---|
| | supported by the work attitude required by the job. | Sutrisno (2011: 204) are as follows: Knowledge; Understanding; Ability/ Skills; Value; Attitude | |
| Emotional Intelligence | Intelligence can literally be defined as a person's level of intelligence and emotion as a multidimensional phenomenon as a subjective level of feeling. | Emotional intelligence proposed by Goleman (2002) in Nasution (2011) divides 5 groups of emotional intelligence in skills, namely: Self-Awareness; Self-regulation; Self Emotional Intelligence; Social Awareness; Social Skills | Skala *Likert* |
| Work Environment | The work environment is an attitude of behavior that shows a willingness to comply with and support the provisions, rules, regulations, values and rules that apply. | There are three indicators that affect the work environment according to (Septianto, 2010), namely: Work atmosphere ; Relationship with coworkers; Work Facilities | Skala Likert |
| Performance | Employee performance is a series of achievements or results obtained from activities or work over a certain period of time. | Performance indicators according to Mathis and Jackson in Hendro (2018) are as follows: Quantity; Quality; Time Speed; Attendance; Cooperation Skills | Skala *Likert* |

## III.   Result and Discussion

*Respondent Characteristics*

Respondents in this study were all permanent employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. Researchers took the number of respondents as many as 68 people who would be sampled in this study. There are 5 characteristics of respondents included in this study, namely based on gender, age, latest education, length of work, and income. To clarify the characteristics of the respondents in question, a table is presented regarding the respondents as described below:

*Characteristics of Respondents Based on Gender*

**Table 2. Percentage of Respondents Based on Gender**

| | | Frequency | Percent |
|---|---|---|---|
| Valid | Male | 57 | 83.8 % |
| | Female | 11 | 16.2 % |
| | Total | 68 | 100,0 % |

Table 2 shows that the percentage of respondents based on gender, shows that there were 57 male respondents (83.8%) and 11 female respondents (16.2%).

*Characteristics of Respondents Based on Age (Years)*

**Table 3. Percentage of Respondents by Age**

|  |  | Frequency | Percent |
|---|---|---|---|
| Valid | <30 | 9 | 13.2 % |
|  | 31-40 | 17 | 25.0 % |
|  | 41-50 | 26 | 38.2 % |
|  | >50 | 16 | 23.5 % |
|  | Total | 68 | 100.0 % |

Table 3 shows that the percentage of respondents based on age, that respondents aged 41-50 years dominated the respondents of this study, namely 26 people (38.2%), then followed by respondents aged 31-40 years as many as 17 people (25.0%), respondents aged> 50 years as many as 16 people (23.5%), while the lowest was in the age group <30 years, only 9 people (13.2%).

*Characteristics of Respondents Based on Education*

**Table 4. Percentage of Respondents Based on Education**

|  |  | Frequency | Percent |
|---|---|---|---|
| Valid | SMP | 4 | 5.9 % |
|  | SMA | 53 | 77.9 % |
|  | D3 | 5 | 7.4 % |
|  | S1 | 6 | 8.8 % |
|  | Total | 68 | 100.0 % |

Table 4 shows that most respondents have a Bachelor's degree (S-1) as many as 6 people (8.8%) followed by respondents who graduated from Diploma D3 as many as 5 people (7.7%). while respondents who have a high school education (SMA) are 53 people (77.9%) followed by respondents who graduated (SMP) as many as 4 people (5.9%).

*Characteristics of Respondents Based on Length of Service*

**Table 5. Percentage of Respondents Based on Length of Service**

|  |  | Frequency | Percent |
|---|---|---|---|
| Valid | <3 | 7 | 10.3 % |
|  | 4-5 | 3 | 4.4 % |
|  | 6-8 | 6 | 8.8 % |
|  | >9 | 52 | 76.5 % |
|  | Total | 68 | 100.0 % |

Table 5 shows that the relevance of the age of employees will generally be reflected in the length of service. the highest number of employees based on the length of service > 9 years is 52 people (76.5%), followed by the length of service between < 3 years as many as 7 people (10.3%), the length of service between 6 - 8 years is 6 people (8.8%) and the smallest is the length of service between 4 - 5 years, namely 3 people (4.4%). The data shows that the employees are old but enthusiastic and innovative in working.

*Characteristics of Respondents Based on Income*

**Table 6. Percentage of Respondents Based on Income (In Million Rupiah)**

| | | Frequency | Percent |
|---|---|---|---|
| Valid | 1,5-2,5 | 4 | 5.9 % |
| | 2,6-3,9 | 48 | 70.6 % |
| | >4 | 16 | 23.5 % |
| | Total | 68 | 100.0 % |

Table 6 shows that the income of respondents who were sampled in this study can be seen starting from 2.6-3.9 million as many as 48 people (70.9%), followed by opinions> 4 million as many as 16 people (23.5%) and the smallest opinion is 1.5-2.5 million, namely as many as 4 people (5.9%).

*Description of Research Variables*

This study will discuss the data description of each research variable and the effect of three independent variables, namely Competence (X1), Emotional Intelligence (X2), Work Environment (X3), with one dependent variable, namely Employee Performance (Y) on employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.

Employee perceptions of competency indicators: You have knowledge about the work you do, who chose strongly disagree 3 (4.4%) respondents, chose to disagree 1 (1.5%) respondents, agreed 42 (61.8%) respondents and chose strongly agree 22 (32.4%) respondents. You understand the duties and responsibilities given by the company, who chose to disagree 2 (2.9%) respondents, chose to disagree 1 (1.5%) respondent, chose to agree 44 (64.7%) respondents and chose to strongly agree 21 (30.9%) respondents. You have special skills for what you do, who chose strongly disagree 1 (1.5%) respondent, chose disagree 2 (2.9%) respondents, chose less agree 5 (7.4%) respondents, chose agree 44 (64.7%) respondents and chose strongly agree 16 (23.5%) respondents. You are open and honest about the work you do, who chose strongly disagree 2 (2.9%) respondents, chose disagree 1 (1.5%) respondent, chose less agree 2 (2.9%) respondents, chose agree 42 (61.8%) respondents and strongly agree 21 (30.9%) respondents. You are satisfied with the salary or wages you get, who chose to strongly disagree 5 (7.4%) respondents, chose to disagree 5 (7.4%) respondents, chose to agree 46 (67.7%) respondents and strongly agreed 12 (17.6%) respondents. Having a high interest in my current job and future career development, who chose to strongly disagree 1 (1.5%) respondent, chose to disagree 3 (4.4%) respondents, chose to agree 50 (73.5%) respondents and strongly agreed 14 (20.6%) respondents. Your behavior is accepted in the work environment, who chose to disagree 1 (1.5%) respondent, chose to disagree 1 (1.5%) respondent, chose to agree 51 (75.0%) respondents and strongly agreed 15 (22.1%) respondents.

Employee Perceptions of Emotional Intelligence indicators: You have self-awareness to do your best at work, who chose strongly disagree 1 (1.5%) respondent, who chose to disagree 1 (1.5%) respondent, who chose to disagree 4 (5.9%) respondents, chose to agree 42 (61.8%) respondents and chose to strongly agree 20 (29.4%) respondents. You are able to manage emotions at work, who chose strongly disagree 2 (2.9%) respondents, chose disagree 2 (2.9%) respondents, chose less agree 2 (2.9%) respondents, chose agree 44 (64.7%) respondents and chose strongly agree 10 (14.7%) respondents. Having the drive to do the best in work, who chose to disagree 1 (1.5%) respondent, chose to disagree 2 (2.9%) respondents, chose to agree 44 (64.7%) respondents and chose to strongly agree 21 (30.9%) respondents. Able to cooperate well with coworkers, who chose to disagree 3 (4.4%) respondents, chose to agree 47 (69.1%) respondents and chose to strongly agree 18 (26.5%) respondents. You are able to solve work problems with coworkers, who chose to strongly disagree 2 (294%) respondents, chose to disagree 5 (7.4%) respondents, chose to agree 48 (70.6%) respondents and chose to strongly agree 13 (19.1%) respondents. You can understand yourself and the feelings of

others, who chose to strongly disagree 4 (4.4%) respondents, who chose to disagree 2 (2.9%) respondents, who chose to disagree 9 (13.2%) respondents, chose to agree 46 (67.6%) respondents and chose to strongly agree 8 (11.8%) respondents.

Employee Perceptions of Work Environment indicators: You feel happy with the atmosphere of work, who chose to strongly disagree 4 (5.9%) respondents, chose to disagree 1 (1.5%) respondents, chose to disagree 2 (2.9%) respondents, chose to agree 54 (79.4%) respondents and chose to strongly agree 7 (10.3%) respondents. Feeling a sense of kinship with coworkers, who chose to strongly disagree 2 (2.9%) respondents, chose to disagree 1 (1.5%) respondent, chose to agree 52 (76.5%) respondents and chose to strongly agree 13 (19.1%) respondents. You feel that the existing facilities support their work, who chose strongly disagree 5 (7.4%) respondents, chose disagree 1 (1.5%) respondent, chose less agree 9 (13.2%) respondents, chose agree 41 (60.3%) respondents and chose strongly agree 12 (14.7%) respondents. Air conditions in the workspace provide comfort to me while I work, who chose strongly disagree 5 (7.4%) respondents, chose disagree 3 (4.4%) respondents, chose less agree 7 (10.3%) respondents, chose agree 43 (63.2%) respondents, and strongly agree 10 (14.7%) respondents. Employee Perceptions of Employee Performance indicators: In work you can do as much as possible according to the target, who chose to disagree 1 (1.5%) respondent, chose to disagree 8 (11.8%) respondents, chose to agree 48 (70.6%) respondents and chose to strongly agree 17 (25.0%) respondents. In work prioritizing effectiveness and efficiency, who chose to disagree 3 (4.4%) respondents, chose to agree 48 (70.6%) respondents and chose to strongly agree 17 (25.0%) respondents. In doing work always on time, who chose strongly disagree 4 (5.9%) respondents, chose disagree 2 (2.9%) respondents, chose less agree 6 (8.8%) respondents, chose agree 39 (57.4%) respondents and chose strongly agree 17 (25.-0%) respondents. Always attend every working hour on time, who chose to strongly disagree 5 (7.4%) respondents, chose to disagree 1 (1.5%) respondent, chose to disagree 1 (1.5%) respondent, chose to agree 42 (61.8%) respondents and chose to strongly agree 19 (27.9%) respondents. Always expect the help of coworkers in completing work, who chose to strongly disagree 1 (1.5%) respondent, chose to disagree 4 (5.9%) respondents, chose to disagree 11 (16.2%) respondents, chose to agree 48 (70.6%) respondents and chose to strongly agree 4 (5.9%) respondents. Able to innovate at work, who chose to strongly disagree 16 (1.5%) respondents, chose to disagree 5 (7.4%) respondents, chose to agree 44 (64.7%) respondents and chose to strongly agree 18 (26.5%) respondents.

*Research Results*

*Instrument Validity Test*

The minimum requirement to be considered eligible is if r count> r table (0.235). if it is less than 0.235 then it is declared invalid. for further researchers made a recapitulation of the validity test results as in table 7 below:

**Table 7. Validity Test Results**

| Variables | Question Item | r count | | r table | Description |
|---|---|---|---|---|---|
| Competence | X1.1 | 0,818 | > | 0,235 | Valid |
| | X1.2 | 0,888 | > | 0,235 | Valid |
| | X1.3 | 0,693 | > | 0,235 | Valid |
| | X1.4 | 0,813 | > | 0,235 | Valid |
| | X1.5 | 0,756 | > | 0,235 | Valid |
| | X1.6 | 0,727 | > | 0,235 | Valid |
| | X1.7 | 0,757 | > | 0,235 | Valid |
| Emotional Intelligence | X2.1 | 0,865 | > | 0,235 | Valid |
| | X2.2 | 0,878 | > | 0,235 | Valid |
| | X2.3 | 0,601 | > | 0,235 | Valid |
| | X2.4 | 0,689 | > | 0,235 | Valid |
| | X2.5 | 0,824 | > | 0,235 | Valid |
| | X2.6 | 0,841 | > | 0,235 | Valid |
| Work Environment | X3.1 | 0,920 | > | 0,235 | Valid |

| Variables | Question Item | r count | | r table | Description |
|---|---|---|---|---|---|
| | X3.2 | 0,722 | > | 0,235 | Valid |
| | X3.3 | 0,905 | > | 0,235 | Valid |
| | X3.4 | 0,886 | > | 0,235 | Valid |
| Employee Performance | Y 1 | 0,732 | > | 0,235 | Valid |
| | Y2 | 0,578 | > | 0,235 | Valid |
| | Y3 | 0,918 | > | 0,235 | Valid |
| | Y4 | 0,905 | > | 0,235 | Valid |
| | Y5 | 0,773 | > | 0,235 | Valid |
| | Y6 | 0,669 | > | 0,235 | Valid |

Based on table 7 above, it can be obtained that each statement has a value of r count> r table in accordance with the validity test requirements that the value of r count> r table (0.235). Thus, it can be seen that the statements on the indicator variable are declared valid for use as a variable measuring instrument.

*Reliability Test*

The reliability of an indicator or questionnaire can be seen from the Cronbach's alpha (α) value, where a construct or indicator is said to be reliable, namely if the Cronbach's alpha (α) value is greater (>) 0.60, then the indicator or questionnaire is reliable, while if the Cronbach's alpha (α) value is smaller (<) 0.60, the indicator or questionnaire is not reliable. Overall reliability test results can be seen in table 8.

**Table 8. Reliability Test Results**

| Variabel | Cronbach's Alpha | Coefficient Index Reliability | N Of Items | Description |
|---|---|---|---|---|
| Competence | .882 | 0,60 | 7 | Realibel |
| Emotional Intelligence | .876 | 0,60 | 6 | Realibel |
| Work Environment | .881 | 0,60 | 4 | Realibel |
| Performance | .860 | 0,60 | 6 | Realibel |

From the results of table 8 above, it can be concluded that all variables have an alpha coefficient> 0.60 so that this research is realizable or can be trusted. Then henceforth the items on each concept on the variable are suitable for use as measuring instruments as measuring instruments in statistical testing.

*Determination Coefficient Test*

Testing using the coefficient of determination (R2) test or Goodness of Fit Test, which is to see the magnitude of the influence of the independent variables, namely: Competence (X1), Emotional Intelligence (X2) and Work Environment (X3) on Employee Performance (Y) PT. Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory Kab. Bone.

**Table 9. Results of the Determination Test Coefficient**

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .882ᵃ | .777 | .767 | 1.718 |
| a. Predictors: (Constant), LING, KECER, KOMP | | | | |

Based on table 9 above, it can be seen that the variable competence, emotional intelligence and work environment that the R Square (R2) value is 0.777 or 77.7%. This means that 77.7% of employee performance variables can be influenced by competency, emotional intelligence and environmental variables. And the remaining 22.3% is explained by other variables not examined in this study.

*Multiple Linear Regression Test Results*

The Multiple Linear Regression Analysis test was used in this study with the aim of proving the hypothesis regarding the influence of the variables of Competence (X1), Emotional Intelligence (X2), Work Environment (X3) partially or jointly on Performance (Y). The results of data processing through SPSS can be seen in table 10 below.

**Table 10. Multiple Linear Regression Test Results**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | **B** | **Std. Error** | **Beta** | | |
| 1 | (Constant) | 4.055 | 1.730 | | 2.343 | .022 |
| | Competences | .109 | .103 | .121 | 1.055 | .296 |
| | Emotional Intelligence | .302 | .123 | .281 | 2.458 | .017 |
| | Work Environmental | .612 | .131 | .530 | 4.678 | .000 |

 A. Dependent Variable: Employee Performance

Based on table 10 obtained from the results of processing and computerization using the SPSS program, the multiple linear regression equation is obtained as follows:

$$Y = 4{,}055 + 0{,}109\ X1 + 0{,}302\ X2 + 0{,}612\ X3$$

The regression equation above can be explained as follows:

a = 4.055 indicates that the constant value which states that if there is no increase in the value of the variables Competence, Emotional Intelligence and Work Environment, then the value of Employee Performance is 4.055.

b1 = 0.109 this means that competence affects the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.

b2 = 0.302 this means that emotional intelligence affects the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.

b3 = 0.612 this means that the work environment has an effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.

Based on the results of the regression equation above, it can be seen that the independent variable that has the most influence on Employee Performance on employees of PT. Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. is the Work Environment (X3). This can be seen through the results of the regression coefficient of 0.612 which shows the largest regression coefficient value when compared to the regression coefficient values of the other variables.

*Partial Effect Significance Test (t test)*

The t test was conducted to determine the effect of each or partially independent variable, namely Competence (X1), Emotional Intelligence (X2), and work environment (X3) on the dependent variable, namely Employee Performance (Y). The t test is done by comparing the Thitung value with the Ttable value. If T-calculated> T-estimated then the variable has a significant influence. The T test results can be seen in table 10 below.

Based on table 10 above, it is known that the influence of the independent variable on the dependent variable is:

1. Competence has a significant value of 0.296> 0.05 and t count 1.055 < t table 1.668. This means that the competency variable is not significant but has an effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.
2. Emotional intelligence has a significant value of 0.017 <0.05 and t count 2.458> t table 1.668. This means that the emotional intelligence variable has a significant effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.
3. The work environment has a significant value of 0.000 <0.05 and t count 4.678> 1.668. This means that the work environment variable has an effect and is very significant on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.

*Simultaneous Significance Test (F Test)*

This test is used to determine whether the independent variables together (simultaneously) affect the dependent variable. testing is done by comparing Fcount with Ftable. if the value of Fcount> Ftable, then the independent variables together have an influence on the dependent variable. conversely, if Fcount < Ftable, then together the independent variables have no influence on the dependent variable. if the significance is <0.05 it can be said to have a positive and significant effect. The results of the F test calculation can be seen in table 11 below:

**Table 11. Simultaneous Significance Test Results (Test f)**

**ANOVAª**

| | Model | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 659.134 | 3 | 219.711 | 74.476 | .000ᵇ |
| | Residual | 188.807 | 64 | 2.950 | | |
| | Total | 847.941 | 67 | | | |

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Competence, Emotional Intelligence Work Environment

The f table value can be seen from the df1 and df2 values. The df1 value = k-1 and the df2 value = n-k. the number of samples in this study is (n) = 68, the number of independent and dependent variables (k) = 4, so the df1 value = 4-1 = 3 and the df2 value = 68-3 = 65. Then based on table 17, it can be seen that the F table value is 2.75. Based on table 5.15, it can be seen the results of the F test, the calculated F value is 74.476> 2.75 from the F table and with a significance level of 0.000 <0.05. So simultaneously the variables of competence, emotional intelligence and work environment affect the performance of employees of PT. Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency.

**Discussion**

Based on the analysis of multiple linear regression testing above, the authors can describe the discussion to answer the objectives in this study, the discussion of the results in this study is as follows:

*Effect of Competence on Employee Performance*

In this competency variable using indicators by Gordon in Sutrisno who suggests that competency indicators are cognitive, cognitive and effective knowledge possessed by individuals, having abilities or skills, a standard of behavior that has been determined and has psychologically integrated into a person, feelings (happy-not happy, like-dislike), and finally one's tendency to do an action. The five indicators were then included in 7 questions on a questionnaire distributed to employees of PT

Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency (Respondents). Based on the results of the answers from the respondents, it then shows that the highest index value of respondents' answers to the five questions of the work facility variable is question (6) with the indicator Having a high interest in the work I am currently doing and future career development, which is a mean value of 3.37 (very high category), then the lowest index value is question (1) You have knowledge about the work done, has an index value of 2.96 (less category) it can be concluded that competence is not sufficient to support activities in the sugar factory so that it can improve performance. Finally, it is concluded that the respondents' responses regarding the competency variable are in the mean range with an average value of 3.17. With this view, it can be concluded that if the work competence of the employees is high, the performance shown and produced by the employees will also be high. Based on the results of testing the research hypothesis which states that "There is a negative but insignificant influence of the work competency variable on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. proven to be true. This can be seen from the t count greater than the t table value and the significance is greater than the margin of error, this means that the performance of employees of PT Perkebunan Nusantara XIV (persero) Bone Arasoe Sugar Factory, Bone Regency, there is a negative but insignificant influence by the competency variable of the employees themselves. The level of competence of respondents of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency is generally relatively good, this can be seen from the respondents' answers to the questionnaires distributed mostly gave Agree answers to each statement item but there are still indicators that are considered lacking by some respondents, especially about knowing the strengths and weaknesses of these employees so that companies are expected to increase training for employees so that employees are able to evaluate their abilities so that employees can work effectively and efficiently to improve employee performance. The results of this study are in accordance with previous research by Jon Maizar (2017) which states that "There is a negative but insignificant effect of work competency variables on the performance of employees of PT Perkebunan Nusantara VI (Persero) West Pasaman. proven to be true. Determined positively but not significantly by the work competence of the employees themselves. If the work competence of the employees is high, the performance shown and produced by the employees will also be high. These results indicate that the ups and downs of employee performance can be influenced by the competencies possessed by these employees. The higher the level of competence possessed, the better the performance performed by the employee. Through good and adequate competence, employees will be more masterful and able to carry out the assigned tasks. Competence explains what employees do at work at various levels and details the standards of each level, identifying the characteristics of the knowledge and skills required by individuals that enable them to carry out their duties and responsibilities effectively so as to achieve professional quality standards at work and produce good performance.

*Effect of Emotional Intelligence on Employee Performance*

In this emotional intelligence variable using indicators by Goleman who suggests that emotional intelligence indicators are awareness of feelings that arise in individuals, the ability to control emotions by oneself, the urge to improve or meet standards of excellence, the ability of individuals to realize themselves to relate to others and the last indicator of handling other people's emotions. The five indicators were then included in 6 questions on a questionnaire distributed to employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency (Respondents). Based on the results of the answers from the respondents, it then shows that the highest index value of respondents' answers from the six questions of the work facility variable is question (2) with the indicator of being able to manage emotions at work, which is a mean value of 3.46 (very high category), then the lowest index value is question (1) having self-awareness to do the best in their work, has an index value of 3, 06 (high category). Finally, it is concluded that the respondents' responses regarding the emotional intelligence variable are in the mean range with an average value of 3.3.3. The results show that partially the emotional intelligence variable has a positive and significant effect on employee performance. This can be seen from the t-count value is smaller than the t table and the significance is smaller than the margin of error, this shows the importance of emotional intelligence on employee performance. In this study partially emotional intelligence has a positive and significant influence on employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. This is supported by Goleman's opinion (2009: 45) emotional intelligence is an emotional ability that includes the ability to control oneself, have endurance when

facing a problem, be able to control impulses, motivate oneself, be able to regulate mood, the ability to empathize, and build relationships with others. If employees are able to control themselves well and are able to deal with problems that occur in the company and motivate themselves to improve work efficiency and effectiveness, this can help improve employee performance. This will support the achievement of company goals. The results of this study are in accordance with previous research by Ulfa Khairunnisa Sinaga (2019) in her research entitled "The Effect of Emotional Intelligence and Organizational Commitment on Employee Performance of PT Perkebunan Nusantara IV Medan" which shows the results that partially there is a positive effect of emotional intelligence on employee performance.

*Effect of Work Environment on Employee Performance*

The results of distributing questionnaires to respondents, where the respondents' answers regarding work environment variables were obtained 76.5% of respondents answered agree in answering the question: Employees feel happy with the work atmosphere. This means that 76.5% of respondents agreed that the workplace atmosphere was sufficient. In addition, 62.3% of respondents answered agree in the question: conditions in the workspace provide security while working. This means that the respondents agreed that the workspace at the workplace was sufficient. This is what causes the partial influence between the work environment on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. The results of the analysis of this study prove that the work environment has a positive and significant effect on employee performance with regard to employee tasks. This can be seen from the t-count value that is greater than the t table and the significance is smaller than the erronya margin, so it can be concluded that partially the work environment has an influence on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory Kab. Bone.Thus, the third hypothesis which says that it has a positive and significant influence can be accepted because it has the same direction as the findings. The results of this study support previous research by H.Muh Rusdi, Muh Samsul Alam (2017) which found that based on the results of data analysis that has been done, it shows that there is a positive and significant influence between the environment on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Sugar Factory Bone Arasoe Kab. Bone. The effect of the work environment on employee performance means that employees will feel comfortable with the existing work environment conditions, if the environmental conditions suit them and do not feel disturbed when they work, so that with this comfort they are encouraged to work, this causes a lot of work to be completed properly so that their performance can be said to be good. The definition of performance itself is the work of an employee as long as he works in carrying out the main tasks of his position which can be used as a basis.

## IV. Conclusion

Based on data analysis, interpretation of research results, and discussion that has been submitted previously, several conclusions can be stated from the results of this study as follows: Competency variables, emotional intelligence and work environment simultaneously have a positive and significant effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. The contribution of the influence of competency variables, emotional intelligence and the environment to employee performance is 77.7%%, while the remaining 22.3% is influenced by other variables that are not included in the scope of this study. The work competency variable partially has a negative but insignificant effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. because the significance value of the results of the t-test 0.296 is greater than alpha (α) 0.05. Emotional intelligence variables partially lack a positive and significant effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. Due to the significance value of the results of the t-test 0.017 smaller than alpha (α) 0.05. The work environment variable partially has a positive and significant effect on the performance of employees of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency. Due to the significance value of the results of the t-test 0.000 is smaller than alpha (α) 0.05.

In an effort to achieve higher employee performance at PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency in the future, suggestions that can be conveyed from the results of this study are as follows: For work competency variables, the leadership of PT Perkebunan

Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency should further improve and provide a kind of training that can motivate employees to work harder such as providing training that is evenly and fairly distributed to each employee and applying the results of training received by employees in the workplace so that the benefits of training are truly felt by employees. Conduct periodic evaluations of the success of the training provided to employees, so that employees take seriously every training provided not just ceremonially. For emotional intelligence variables, the leadership of PT Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency should pay attention to the quality of emotional intelligence possessed by employees or in human resource planning where it comes through tests or prioritizes human resources who have a balance between the components of emotional intelligence they have which will have a positive effect on their performance.  For work environment variables, the leadership of PT. Perkebunan Nusantara XIV (Persero) Bone Arasoe Sugar Factory, Bone Regency should be able to maintain what is already good and should be further improved so that employee performance increases and produces more satisfactory performance at PT. Persero Camming Sugar Factory..

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