THE INFLUENCE OF EMOTIONAL INTELLIGENCE, WORK ENVIRONMENT, AND ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE

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ABSTRACT

This research aimed to determine the influence of emotional intelligence, work environment, and organizational support on employee performance at the Badan Pengembangan Sumber Daya Manusia Daerah Provinsi Jawa Tengah. The sample for this research was 62 people taken using probability sampling techniques. The data analysis technique used is multiple linear regression analysis. The results of the analysis show that the emotional intelligence, work environment and organizational support have a significant positive effect on employee performance. This study suggests that the government should pay attention to these three factors to improve employee performance.

Keywords: emotional intelligence; work environment; organizational support; employee performance

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INTRODUCTION

The performance of human resources in the Regional Human Resources Development Agency (Badan Pengembangan Sumber Daya Manusia Daerah - BPSDMD) Central Java is important because it is part of the regional government structure that plays in the government system, namely as a facilitator and dynamist. As a public organization, BPSDMD in carrying out its role is required to be able to improve the competence of its apparatus. This is so that more efficient, effective, clean, and accountable government apparatus management can be realized.

Based on the literature, employee performance is determined by many factors, including emotional intelligence, work environment, and organizational support. Goleman (2015) stated that apart from intellectual intelligence, there is another intelligence that helps a person succeed, namely emotional intelligence. Furthermore, according to Mardiana and Prabujaya (2023), the work environment is the environment where employees carry out their daily work. If employees like the work environment where they work, then the employee will feel at home in their workplace to carry out activities and complete their tasks. Every employee feels the need for support provided as a manifestation of the organization's appreciation for him (Supriadi, 2021). Organizations provide a form of support in the hope that an employee can have superior skills at work and be able to improve the balance of goals between the person and the organization (Prabu & Wijayati, 2016).

Based on the previous research regarding the influence of performance on emotional intelligence, work environment, and organizational support, different results were obtained. Research conducted by Ardiansyah and Sulistiyowati (2018), and Wulandari et al. (2021) show that emotional intelligence positively and significantly influences employee

performance. However, the results were different in the research of Lansart et al. (2019) show that emotional intelligence does not have a positive and significant effect on employee performance. Research conducted by Sugiarti (2020), and Sulastri and Uriawan (2020) show that the work environment positively and significantly influences employee performance. However, the results are different in Rahayu and Rushadiyati's (2021) research which show that the work environment does not have a positive and significant effect on employee performance. According to Umihastanti and Frianto (2022), and Arifin and Darmawan (2021) organizational support has a positive and significant effect on employee performance, but Kusumah (2021) show that organizational support does not have a positive and significant effect on employee performance.

Based on the results of initial observations, the performance of employees at the research site still has several weaknesses. Problems as a gap phenomenon include a lack of employee awareness of work responsibilities and employee impatience in aligning one employee's goals with other employees. Other conditions sometimes occur when there are differences of opinion, giving rise to emotions and a lack of employee work discipline. Based on the phenomena and research gap, this study aimed to analyze the role of emotional intelligence, work environment, and organizational support on employee performance.

LITERATURE REVIEW

The Influence of Emotional Intelligence on Employee Performance

Salovey and Mayer (1990) in Goleman (2015), places Gardner's intelligence as the basic definition of emotional intelligence. The intelligence in question is interpersonal intelligence and intrapersonal intelligence. Emotional intelligence can put individual emotions in the right portion, sort out satisfaction, and regulate mood. Mood coordination is at the heart of good social relationships. Research conducted by Fitriastuti (2013) shows that emotional intelligence has a significant positive effect on employee performance. Research conducted by Danquah (2014) shows that emotional intelligence is positively related to organizational performance.

H1: Emotional intelligence has a significant effect on employee performance.

The Influence of the Work Environment on Employee Performance

The employee's condition depends on the conditions in the company where he works. This can be directly influenced by the physical environment and also the non-physical environment. Companies must be able to create ways for employees to feel comfortable with the environment provided by the company. If the company fails to create a conducive environment, this will greatly disrupt employee work concentration, resulting in a decline in the employee's performance level. According to Wibowo (2014), a work environment or work situation that provides comfort will encourage employee performance. This includes the condition of human relations within the organization, both between superiors and subordinates and between co-workers. These factors are the internal environmental factors of the organization.

H2: The work environment has a significant effect on employee performance.

The Effect of Organizational Support on Employee Performance

Organizational support is proven to have a significant influence on employee performance. These results follow findings from previous studies. From the results of this research, it can be said that if the organization pays attention to the welfare and contribution of employees to the organization, employee performance will increase. The greater the

organization's support for employees, the greater the opportunity for employees to provide the work results expected by the organization. According to Monnastes (2010), employees who feel supported by the organization will cause them to feel obliged to care about the welfare of that organization and try hard to help the organization succeed and achieve its goals. When an organization provides support to its employees, the employees will feel indebted to the organization and in the end, the employees will give back in the form of their best performance for the organization. Furthermore, if this continues, a good relationship will be created between employees and the organization (Darmawan et al., 2020). According to Nielsen (2006), the norm of reciprocity requires employees to receive increased benefits from their organizations to compensate their employers for higher performance. If employees feel that the organization supports and cares about their well-being, they will be encouraged to return this favor. Employees who have support will show increased performance behavior in the role.

H3: Organizational support has a significant effect on employee performance.

Based on the description, a framework of thought can be described in Figure 1.

RESEARCH METHODS

Population and Sample

The research population is employees of the Development Agency. Sampling in this study used a probability sampling technique, namely random sampling (Sugiyono, 2016), because the population at the research location was known, namely 161 people. Determining the number of samples in this research was using the Slovin formula so 62 people were obtained.

Variable Measurement

The data collection technique used is a questionnaire guide using a Likert scale with questions using a score of 1-5, ranging from strongly disagree to strongly agree. Emotional intelligence is an individual's ability to generate emotions in oneself and others and use these emotions to think and act, requiring time, attention, and concentration. So a person's success and success or performance are also influenced by emotional intelligence. Indicators of emotional intelligence are self-awareness, self-regulation, motivation, and empathy. Work environment is an activity in which there are supporting facilities for achieving organizational goals that make them comfortable and interact with each other while working, even the leadership of the organization treats all employees equally. Indicators of the work environment are security, cleanliness, movement/work space, relations with fellow employees, and employee relations with superiors. Organizational support is an appreciation for employee achievements to encourage increased performance and development given to employees as an opportunity to improve abilities and attention given to employees regarding their lives and needs. Indicators of organizational support are justice, respect for opinions, support from superiors, rewards and working conditions.

Employee performance as dependent variable is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. Indicators of employee performance are quantity of work, quality of work, implementation of duties, responsibility.
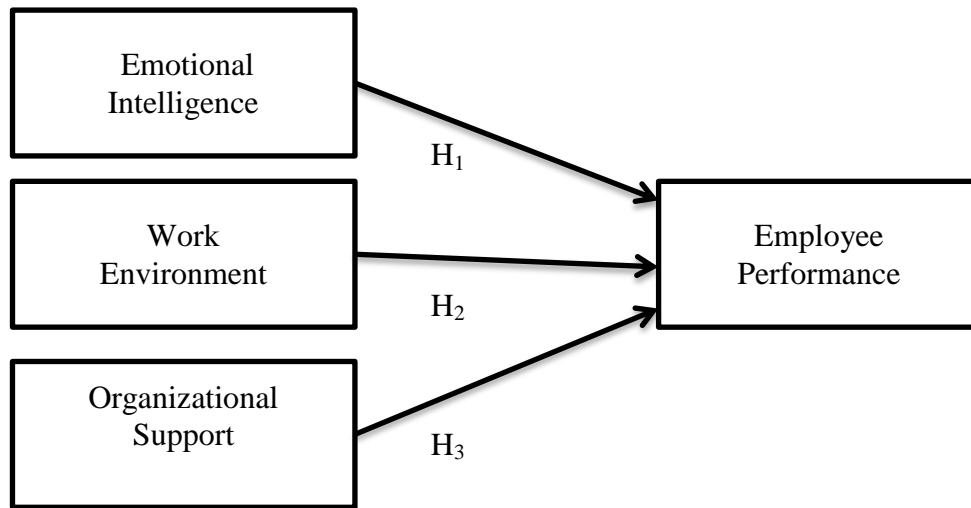
Figure 1. Research Framework

Data Analysis

The data collected in this study was analyzed through descriptive and inference statistical. Research instrument testing including validity and reliability. Next, the data was tested for normality, multicollinearity, and heteroscedasticity as a classical assumption test. Research hypothesis testing was carried out using multiple linear regression, goodness of fit test, determination coefficient, simulant statistical test, and partial test.

RESULT AND DISCUSSION

Respondent Profile

Descriptive statistical analysis of respondent characteristics in this study was used to determine the distribution of respondents. Distribution of 62 respondents based on gender, age, and latest education. The characteristics of the respondents processed are shown in Table 1. It shows that the number of male respondents was 60% while the female was 40%. This is possible because in the sub-district area employees who have high mobility are needed so male respondents are more often found compared to respondents. Data shows that 61% of respondents are aged 41 - 50 years. This is possible because, in the age range of 41-50 years, respondents are considered to have experience and can handle existing problems. Based on the level of education, it shows that the majority have a master's degree at 45%. This is very possible because of the regulations implemented by the government related to procuring or increasing the rank of civil servants who have at least a Bachelor's degree so many respondents already have a Master's degree.

Classical Assumption Testing

Based on the results of the normality test in Table 2, it is known that the significance value is 0.200>0.05, so it can be concluded that the residual value is normally distributed. The results of the multicollinearity test show that there is no multicollinearity because all the VIF numbers produced have a value below 10, and a tolerance value above 0.10. From these results, it can be concluded that there is no multicollinearity so the equation is suitable to be used. Heteroscedasticity testing is carried out using a slide from the predicted value on the X-axis with a residual value on the Y-axis of more than 0.05, thus there is no heteroscedasticity problem in this regression model. Therefore, the equations in this study are worth testing.

Table 1. Respondent Profile

Demographic	Frequency	Percentage
Gender		
Male	37	60%
Female	25	40%
Age		
20-30 year	9	15%
31-40 year	9	15%
41-50 year	38	61%
51-60 year	6	9%
Education		
High school	8	13%
Diploma	8	13%
Bachelor	18	29%
Master	28	45%

Table 2. Classical Assumption Testing

Testing	Criteria	Result
Normality test	Unstandardized Residual Asymp. Sig. (2-tailed)	0.200
Multicollinearity	Tolerance	0.797, 0.581, 0.572
	VIF	1.255, 1.721, 1.749
Heteroscedasticity	Sig.	0.338, 0.693, 0.107

Hypothesis Testing

Table 3 shows that the adjusted R^2 value obtained is 0.469, this situation shows that emotional intelligence, work environment, and organizational support contribute 46.9% to employee performance. The results of the regression output can be seen to have a positive F value of 18.989 and a significance value of 0.000<0.05. It can be concluded that the estimated regression model is feasible or fit to explain the influence of the independent variables contained in the regression model on the dependent variable. The t-test results of H1were 2.682 with sig 0.010<0.05 so the hypothesis was accepted, meaning that emotional intelligence had a significant effect on employee performance. The second hypothesis show that t-test were 5.980 with a sig of 0.000<0.05 so the H2 was accepted. It meaning that the work environment had a positive and significant effect on employee performance. Finally, the t-test results of H3 were 23.638 with probability 0.000<0.05 so the third hypothesis was accepted. Thus it can be declared that organizational support had a positive and significant effect on employee performance.

Table 3. Hypothesis Testing

Hypothesis	B	Std. Error	Beta	t	Sig.
H1: Emotional Intelligence → Employee Performance	0.050	0.019	0.077	2.682	0.010
H2: Work Environment → Employee Performance	0.114	0.019	0.202	5.980	0.000
H3: Organizational Support → Employee Performance	0.615	0.026	0.804	23.638	0.000
Adjusted R Square = 0.475, F = 19.379, Sig. = 0.000					

Discussion

Based on the results of the analysis carried out, emotional intelligence on employee performance is positive 0.050 with a significant 0.010<0.05, so the first hypothesis is accepted. It means emotional intelligence have a significant effect on employee performance. This means that the results of this research are in line with previous research, namely, Ardiansyah and Sulistiyowati (2018), and Wulandari et al. (2021) which stated that emotional intelligence has a positive and significant effect on work motivation. On the other hand, this research is not supported with the results by Lansart et al. (2019) which states that emotional intelligence does not have a significant effect on employee performance.

Based on the results of the analysis carried out, the estimate of work environment on employee performance is 0.114 with a p-value of 0.000<0.05, so the second hypothesis is accepted. This finding indicate the work environment has a positive and significant effect on employee performance. This means that it is in line with previous research by Sugiarti (2020) and Sulastri and Uriawan (2020) which stated that the work environment has a positive and significant effect on employee performance. This research contradicts with previous research by Rahayu and Rushadiyati (2021) that stated that emotional intelligence does not have a positive and significant effect on employee performance.

Based on the results of the analysis carried out, the coefficient of organizational support for employee performance is 0.615 with a significant of 0.000<0.05, so the third hypothesis is accepted, which means that organizational support has a positive and significant effect on employee performance. This means that it is in line with previous research which stated that organizational support has a positive and significant effect on employee performance (Umihastanti & Frianto, 2022; Arifin & Darmawan, 2021). Otherwise, this research contradicts previous research conducted Kusumah (2021) which stated that organizational support did not have a positive and significant effect on employee performance.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the results and discussion, it can be concluded that emotional intelligence have a significant effect on employee performance. The next conclusion proves that the work environment and organizational support have a positive and significant effect on employee performance.

Managerial Implications

Organization members at Badan Pengembangan Sumber Daya Manusia Daerah (BPSDMD), Central Java further optimize their ability to control emotions. Organizations should pay more attention to security in a well-secured work environment, as well as support for employees. By optimizing this, it is hoped that it can improve employee performance.

Limitations and Further Research

This research takes emotional intelligence, work environment, and organizational support as antecedents so it does not fully answer the determinants of employee performance factors. For this reason, future research needs add several variables to describe factors that influences employee performance.

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