

## THE INFLUENCE OF EMOTIONAL INTELLIGENCE, WORK ENVIRONMENT, AND WORK CULTURE ON EMPLOYEE PERFORMANCE AT THE OFFICE OF INVESTMENT AND INTEGRATED ONE-STOP SERVICE, BANTAENG REGENCY

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### ABSTRACT

*This research aims to find out, analyze and explains the Influence of Emotional Intelligence, Work Environment, and Work Culture on Employee Performance at the Plantation Service Office Capital and One Stop Integrated Services in Bantaeng Regency. Type This research is quantitative research with a sample of 49 respondents using questionnaires as a source of collection data, the analysis used is Multiple Linear Regression Analysis by using the SPSS 24 application. The research results show that, emotional intelligence positive and significant effect on employee performance, the environment Work has a positive and significant influence on employee performance and culture Work has a positive and significant effect on employee performance.*

**KEYWORDS** *Emotional intelligence, work environment, and work culture.*



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### INTRODUCTION

Human resources play an important role in national development in the current era of globalization, both in physical and non-physical aspects, especially in governance and development implementation. Improving the performance of human resources is the main key in improving public services in order to achieve national goals stipulated in the 1945 Constitution, as stated by Mangkunegara (2015) and Sutrisno (2018), where employee performance is influenced by emotional intelligence factors in addition to intellectual intelligence (Solikhah & Amelia, 2022).

Emotional intelligence of an employee is one of the factors determining the success of performance, because with emotional intelligence an employee can

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control all his egos and desires and be able to understand other people or coworkers so as to create a dynamic work group atmosphere. Building and implementing a competency-based human resource management system in emotional intelligence is one of the important steps to develop a competitive advantage in achieving the target or goal of an agency in an effort to empower human resource management in an organization (Jaya, *et. al.*, 2012).

DPM-PTSP's operational activities indirectly require technical skills that require the ability of emotional intelligence to respond to every condition faced wisely and wisely. Given that DPM-PTSP services are aimed at the needs and demands of the community for a conducive licensing system and directly interact with the community and coworkers. However, the reality in the field shows that there are still some employees who have a low level of emotional management when providing services.

Achievement and success in the organization requires employees to have high emotional intelligence skills to support their performance, based on research conducted by Purady, (2019). The results of this study indicate that emotional intelligence has a significant effect on employee performance. Purady also said that the better emotional intelligence, the more employee performance will increase.

Apart from the emotional intelligence factor, the work environment also determines employee performance in realizing organizational goals. According to Nitisemito (2020), the work environment is everything that is around employees and can affect employees in carrying out the tasks assigned by the leadership to them. Good work environment conditions are characterized by adequate equipment or work facilities, a conducive work atmosphere and workplace environment that really help employees feel at home to work so that with the conditions of the work environment as described, employees are expected to improve their performance in order to achieve organizational goals that have been outlined and set previously (B. Gani, 2014).

Based on research conducted by Lestari & Mulyadin, (2023). Finding that the work environment affects employee performance. These results indicate that the better the work environment, the better it will improve employee performance. However, the work environment at DPM-PTSP is considered inadequate, such as the lack of equal distribution of air conditioners making air circulation poor, the amount of noise that causes employees to be less focused in providing services.

Performance improvement is also inseparable from improving the work culture of the agency, which is one of the factors to improve employee performance. Culture is the result of life experiences, habits and the process of rejecting or accepting the norms that exist in him in conducting social interactions or placing himself in the midst of society. Work culture will be reflected in employee behavior and employee work results, because good work habits will have a good impact on employee work results. Research conducted by (Kulsum, 2023) shows that the better the work culture, the better the employee performance. This shows that it is important to improve work culture in order to improve better employee performance to achieve agency goals.

The work culture at the Bantaeng Regency Investment and One-Stop Integrated Service Office (DPM-PTSP), which includes consistency, commitment,

and continuous improvement, has not run optimally. One of the indicators, namely commitment, has not been well achieved, especially marked by employees who do not comply with service standards such as arriving late and leaving before the specified time. DPM-PTSP was formed based on regional regulations, with the hope of improving government performance in providing services to the community in an efficient and transparent manner. However, initial observations showed several problems, including employees' ability to manage negative emotions, noisy office environment, inadequate equipment, and lack of discipline in completing tasks.

Various previous studies have highlighted the influence of factors such as emotional intelligence, work environment, and work culture on employee performance in various organizational contexts. For example, Nurbaya and Harrang (2016) found that competence, work discipline, and school environment have a significant positive influence on teacher performance in elementary schools. Along with that, other studies by Purady (2019), Fauzi et al. (2020), and others show that emotional intelligence, work environment, and work culture also significantly affect employee performance. Suggestions for organizations include attention to improving employees' emotional intelligence, improving the work environment, and fostering work culture. Thus, the results of this study can provide valuable insights for management in improving employee performance.

This study aims to explore the influence of emotional intelligence, work environment, and work culture on employee performance at the Bantaeng Regency Investment and One-Stop Integrated Service Office. Through the formulation of problems that identify potential factors that affect performance, as well as research objectives that focus on analyzing the impact of these variables, this research is expected to make theoretical contributions in the development of the field of human resource management (HRM) and practical for related agencies and researchers involved.

## **RESEARCH METHODS**

This research uses a quantitative approach and explanatory research. Conducted at the Bantaeng Regency Investment and One-Stop Integrated Service Office for two months in early 2024. The population consisted of 49 employees, with the entire population being sampled. Data were collected through observation, questionnaires, interviews, and documents. The research variables consisted of Emotional Intelligence, Work Environment, Work Culture, and Performance. Variable measurement uses a Likert scale. Data analysis was conducted through instrument test, classical assumption test, multiple linear regression, and partial test. The results show a significant positive effect of Emotional Intelligence, Work Environment, and Work Culture on employee performance.

## **RESULTS AND DISCUSSION**

### **A. Descriptive Statistical Analysis**

Descriptive statistical analysis by interpreting the results of the average value of each indicator of the research variable which is intended to provide an

overview of what indicators build the concept of the research model as a whole, the basis for interpreting the average value used in this study include:

**Table 1. Basis for Interpretation of Item Scores in Research Variables**

No.	Score Value	Interpretation
1	1,00-1,79	Poor / Not important
2	1,80-2,59	Less
3	2,60-3,39	Simply
4	3,40-4,19	Good / Important
5	4,20-5,00	Very good/very important

Source: Modified from Schafer, Jr (2004)

Descriptive statistical analysis of the main variables, namely emotional intelligence, work environment, work culture, and performance, provides an important overview in this study. The emotional intelligence variable was measured through five indicators developed into two statements, with the results showing that respondents gave high marks to self-awareness, ability to manage emotions, optimism, empathy, and social skills. Similarly, the work environment and work culture were rated positively by respondents, with indicators of relationships between employees and discipline receiving the highest ratings. Meanwhile, the performance variable, measured through quantity, quality, time, and ability/reliability, showed that respondents gave high marks to these aspects, signaling the importance of good performance in this study.

## B. Validity and Reliability Test

### 1. Validity Test

Validity aims to determine the level of validity of the instruments used in the study. Through the validity test, it will be known whether the question items presented in the questionnaire are really able to reveal with certainty about the problem under study.

The basis for decision making is if  $r_{count} > r_{table}$ , to get  $r_{table}$ , first calculate the value of  $r$  using the formula  $df = n - 2$  where  $n$  is the number of samples used by researchers with a significance level of 0.05 so that it can be known that the value of  $r_{table} = 0.281$ . Validity test results can be seen in the following table:

**Table 4.10 Validity Testing Results**

Variables	r count	r table	Sig.	Description
Emotional Intelligence (X1)				
X1.1	0,714	0,281	0.000	Valid
X1.2	0,535		0.000	Valid
X1.3	0,476		0.001	Valid
X1.4	0,466		0.001	Valid
X1.5	0,544		0.000	Valid
X1.6	0,467		0.001	Valid
X1.7	0,423		0.002	Valid

X1.8	0,416		0.003	Valid
X1.9	0,762		0.000	Valid
X1.10	0,410		0.003	Valid
Work Environment (X2)				
X2.1	0,561	0,281	0.000	Valid
X2.2	0,676		0.000	Valid
X2.3	0,588		0.000	Valid
X2.4	0,693		0.000	Valid
X2.5	0,474		0.001	Valid
X2.6	0,546		0.000	Valid
X2.7	0,632		0.000	Valid
X2.8	0,438		0.002	Valid
X2.9	0,621		0.000	Valid
X2.10	0,580		0.000	Valid
Work Culture (X3)				
X3.1	0,544	0,281	0.000	Valid
X3.2	0,512		0.000	Valid
X3.3	0,570		0.000	Valid
X3.4	0,474		0.001	Valid
X3.5	0,437		0.002	Valid
X3.6	0,481		0.000	Valid
X3.7	0,713		0.000	Valid
X3.8	0,664		0.000	Valid
X3.9	0,438		0.002	Valid
X3.10	0,464		0.001	Valid
X3.11	0,528		0.000	Valid
X3.12	0,568		0.000	Valid
Performance (Y)				
Y.1	0,678	0,281	0.000	Valid
Y.2	0,682		0.000	Valid
Y.3	0,633		0.000	Valid
Y.4	0,841		0.000	Valid
Y.5	0,687		0.000	Valid
Y.6	0,802		0.000	Valid
Y.7	0,736		0.000	Valid
Y.8	0,530		0.000	Valid

Source: Appendix 3

Based on table 4.10 related to validity testing with all statement indicators contained in the questionnaire as a measuring tool for the influence of emotional intelligence, work environment, work culture, on employee performance at the office of the investment office and one-stop integrated service for bantaeng district, the results obtained for the overall value of r count greater than r table which is 0.281. Based on these results, it can be

concluded that all statement items contained in the questionnaire are declared valid.

#### b. Reliability Test of Research Instruments

Reliability is an index that shows the extent to which a measuring instrument can be trusted or relied upon. A new measuring instrument can be trusted and reliable if consistent results are always obtained from unchanged measurement symptoms carried out at different times. To carry out the reliability test, the Cronbach Alpha technique can be used, where a research instrument is said to be reliable if it has a reliability coefficient or alpha of 0.600 or more. As in the following table:

**Table 4.11 Reliability test results**

No.	Variables	<i>Cronbach's Alpha</i>	Description
1	Emotional Intelligence	0,691	Reliable
2	Work Environment	0,764	Reliable
3	Work Culture	0,762	Reliable
4	Performance	0,846	Reliable

Source: Appendix 3

Based on the results of testing the reliability of research instruments, as in Table 4.11, the test results show that all research instruments are reliable or reliable so that they are suitable for use as measuring instruments. It can be seen that all of these research variables have a reliability coefficient / alpha greater than 0.600.

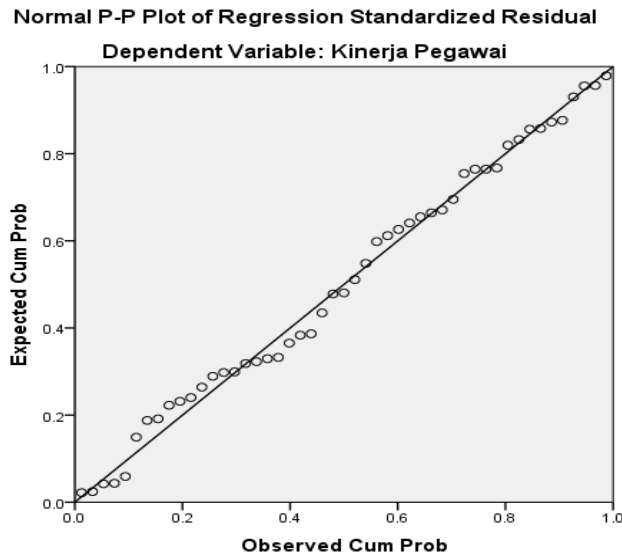
### C. Classical Assumption Test

#### 1. Normality Test

The normality test in this study was carried out by means of graph analysis. Normality can be detected by looking at the spread of data (points) on the diagonal axis of the graph or by looking at the histogram and residuals, as for the basis for making decisions, among others:

- a. If the data spreads around the diagonal line or the histogram graph shows a normal distribution pattern, then the regression fulfills the assumption of normality.
- b. If the data spreads far from the diagonal line or does not follow the direction of the diagonal line or the histogram graph does not show a normal distribution pattern, then the regression model does not fulfill the normality assumption.

Based on the normal probability plot graph as presented in the image below:



Source: Appendix 5

**Figure 4.2 Normality Assumption Testing Results**

Based on the P-plot graph in the figure above which shows that the points spread around the diagonal line, and the distribution follows the direction of the diagonal line. So that the regression model deserves further analysis.

**b. Multicollinearity Test**

Multicollinearity is a condition where there is a very high correlation between independent variables in the regression equation. Multicollinearity test is needed to obtain the true correlation, which is purely not influenced by other variables that may have an effect.

**Table 4.12 Multicollinearity Test**

Independent variable	Tolerance	VIF	Description
Emotional Intelligence	0,837	1,195	Non Multicollinearity
Work environment	0,582	1,718	Non Multicollinearity
Work Culture	0,590	1,695	Non-multicollinearity

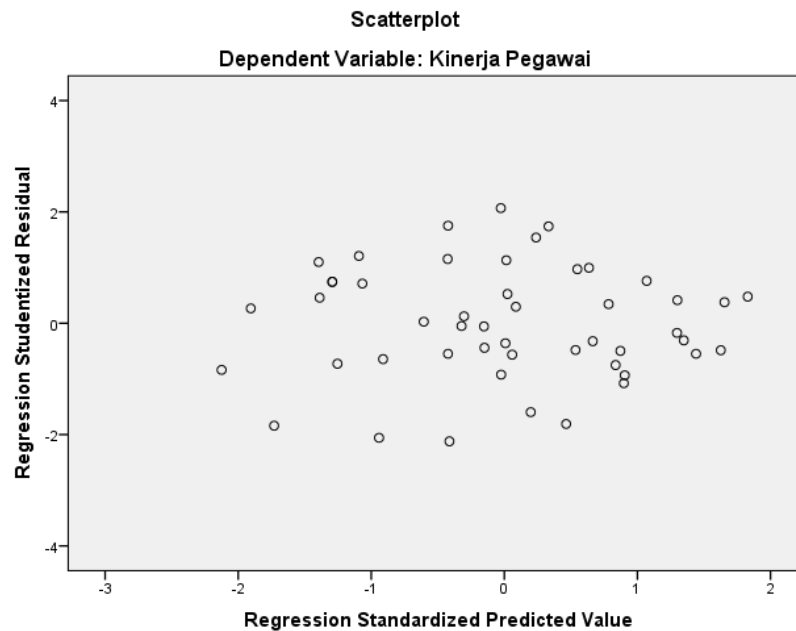
Source: Primary data processed, 2024

Based on Table 4.12, from the results of the variance inflation factor (VIF) test on the results of spss 24 output, the coefficient table, each independent variable  $VIF < 10.000$ , namely for the emotional intelligence variable 1.995, work environment variable 1.718, work culture variable 1.695, thus it can be concluded that there is no multicollinearity.

**c. Heteroscedasticity Test**

The heteroscedasticity test aims to test whether in regression there is a variance from the residuals of one observation to another. in the heteroscedasticity test the errors that occur are not random but show a systematic relationship according to the magnitude of one or more variables. The points formed must spread randomly, spread both above and below zero

on the Y axis. If this condition is met, heteroscedasticity does not occur and the regression model is suitable for use. The results of the heteroscedasticity test using the scatterplot graph are as follows:



**Figure 4.3 Heteroscedasticity Assumption Test Results**

Source: Primary data processed, 2024

Based on the data in Figure 4.3, it can be seen that the points spread randomly, and are spread above and below zero on the Y axis. It can be stated that there is no heteroscedasticity in the regression model.

#### D. Multiple Linear Regression

Multiple linear equations to measure the effect of independent variables (Emotional Intelligence, Work Environment, and Work Culture) on the dependent variable (Employee Performance). In terms of testing the basic classical analysis requirements of regression that have been carried out previously which shows that the variables involved in it meet the qualifications of these classical requirements and assumptions. then this study continues by testing the significance of the regression model interpretation model. The results of multiple linear regression analysis are contained in the table as follows:

**Table 4.13 Recapitulation of Multiple Linear Regression of the Effect of Emotional Intelligence, Work Environment, and Work Culture on Employee Performance**

Variables Independent	Variables Dependent	B (Regression coefficient)	Beta	t Count	Sig t	Description
Constan = 3.332						
Intelligence Emotional	Performance	0,463	0,191	8,743	0.000	Significant



Work Environment	Performance	0,172	0,073	2,709	0.010	Significant
Work Culture	Performance	0,544	0,219	8,626	0.000	Significant
N= 49 R = 0.946 Rsquare =0.894 Ajusted Rsquare =0.887						

Source: Appendix 5

Based on table 4.13, the data results obtained from the regression coefficients above can be made into a regression equation, among others:

$$Y = 3.332 + 0.463X_1 + 0.172 X_2 + 0.544X_3$$

Where:

- Y = Employee Performance
- X<sub>1</sub> = Emotional Intelligence
- X<sub>2</sub> = Work Environment
- X<sub>3</sub> = Work Culture

The interpretation of the equation is:

1.  $\beta_1 = 0,463$

The coefficient value of variable X<sub>1</sub> is positive and has a significant effect on variable Y. This can be seen from the X<sub>1</sub> coefficient value of 0.463 and the significance shows a number smaller than  $\alpha = 0.05$ . Based on the data that has been tested, it can be concluded that any increase in emotional intelligence variables has a positive and significant effect on employee performance.

2.  $\beta_2 = 0,172$

The coefficient value of variable X<sub>2</sub> is positive and has a significant effect on variable Y. this can be seen from the X<sub>2</sub> coefficient value of 0.172 and a significance value smaller than  $\alpha = 0.05$ . Based on this data, it can be concluded that any increase in the work environment variable has a positive and significant effect on employee performance.

3.  $\beta_3 = 0,544$

The coefficient value of variable X<sub>3</sub> is positive and has a significant effect on variable Y. this can be seen from the coefficient value of X of 0.544 and the significance shows a number smaller than  $\alpha = 0.05$ . Based on the data that has been tested, it can be concluded that any increase in the Work Culture variable has a positive and significant effect on employee performance.

Test the feasibility of the model in multiple linear regression using SPSS software. The Rsquare value is 0.894 or 89.4%, which means that the effect of all independent variables on the dependent variable is 89.4% and the remaining 10.6% is influenced by other variables.

### E. Partial Test (t Test)

The t test is used to test the significance of the influence of the independent variables X<sub>1</sub>, X<sub>2</sub>, and X<sub>3</sub> (Emotional Intelligence, Work Environment, and Work Culture) on the dependent variable Y (Employee Performance). Based on

the regression analysis that has been carried out, the t test is used to test each independent variable on the dependent variable.

To determine the criteria for testing the research hypothesis, among others:

1. Hypothesis accepted if t significant  $< 0.05$
2. The hypothesis is rejected if the significant t value  $> 0.05$

The results of the t test in this study can be seen in the following table:

**Table 4.14 Result of t test Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.332	1.120		2.976	.005
Emotional Intelligence	.191	.022	.463	8.743	.000
Work Environment	.073	.027	.172	2.709	.010
Work Culture	.219	.025	.544	8.626	.000

a. Dependent Variable: Employee Performance

Source: Appendix 5

Based on table 4.14 above, it shows that the effect of each independent variable partially (individually) on the dependent variable is as follows:

1. Effect of Emotional Intelligence variable (X1) on employee performance

Based on table 4.14 shows the t value for the Emotional Intelligence variable is 8.743 while the t table value is 1.677, it can be concluded that  $t_{count} > t_{table}$  1.677 and a significance value of 0.000  $< 0.05$  so that the hypothesis is proven, where there is a significant effect of emotional intelligence on employee performance, thus the hypothesis is accepted.

2. The influence of the Work Environment variable (X2) on Employee Performance (Y).

Table 4.14 shows that the t value of the Work Environment variable is 2.709 while the t table value is 1.677, it can be concluded that  $t_{count} > t_{table}$  1.677 and a significance value of 0.010  $< 0.05$  so that the hypothesis is proven, where there is a significant effect of the Work Environment variable on employee performance, thus the hypothesis is accepted.

3. Effect of Work Culture (X3) on Employee Performance (Y)

Table 4.14 shows that the t value of the Work Culture variable is 8.626 while the t table value is 1.677, it can be concluded that  $t_{count} > t_{table}$  1.677 and a significance value of 0.000  $< 0.05$  so that the hypothesis is proven, where there is a significant effect of the Work Culture variable on employee performance, thus the hypothesis is accepted.

## **F. Discussion of Research Results**

This discussion focuses on the decisions resulting from hypothesis testing, as an attempt to answer the formulation of research problems. The results of the analysis of hypothesis testing are described as follows:

### **1. The Effect of Emotional Intelligence on Employee Performance**

Based on the formulation of the problem and the first hypothesis, it can be observed from the partial test results (t test) in Table 4.14 from the table shows that emotional intelligence has a positive and significant effect on employee performance.

The results of descriptive statistics of emotional intelligence variables show that the social skills indicator is the indicator that has the highest average value. This shows that employees have the ability to communicate and skills to cooperate with others.

The facts at the research site show that employees at the Bantaeng Regency Investment Office have the ability to interact smoothly when dealing with other people, can resolve disputes and are able to work together in teams. The existence of emotional intelligence greatly affects employee performance. There are differences in the performance of employees who have emotional intelligence showing better performance than other employees who are less able to control their emotions, because the better the emotional intelligence, the better the performance will be.

The findings of this study indicate that the better the emotional intelligence of employees, the better employee performance will be. This finding is in accordance with the results of research conducted by Situmorang *et al.*, (2023) which shows that there is a positive and significant relationship between emotional intelligence and employee performance.

### **2. The Effect of Work Environment on Employee Performance**

Based on the formulation of the problem and the second hypothesis, it can be observed from the partial test results (t test) in Table 4.14 from the table shows that the work environment has a positive and significant effect on employee performance.

The results of descriptive statistics of work environment variables show that the indicator of relationships between employees has the highest average value compared to other indicators, this proves that relationships between employees are the main factor that must be considered in improving employee performance. The findings of this study indicate that the better the work environment, the better employee performance will be.

The facts at the research site show that coworker relations between employees at the Bantaeng Regency Investment and One-Stop Integrated Service Office are well established because employees can understand each other, communication runs smoothly, and of course harmonious coworker relations are able to help each other in completing their work so as to improve employee performance.

This finding is in accordance with the results of research conducted by Fauzi *et al.*, (2020). which shows that there is a positive and significant relationship between the work environment and employee performance.

### **3. The Effect of Work Culture on Employee Performance**

Based on the formulation of the problem and the third hypothesis, it can be observed from the partial test results (t test) in Table 4.14 from the table shows that work culture has a positive and significant effect on employee performance.

The results of descriptive statistics of work culture variables show that the discipline indicator has the highest average value compared to other indicators. This shows that employees have been disciplined to follow the rules that have been set. The findings of this study indicate that the better the work culture, the better employee performance will be.

Based on the results of the researcher's observations, the facts at the research site show that employees at the Bantaeng Regency Investment and One-Stop Integrated Service Office have followed the established rules. Such as carrying out tasks with responsibility, and serving service users wholeheartedly. Based on the results of the interview, the informant explained that "Bureaucrats who still prioritize thoughts want to be served, and stall for time, such thoughts must be ended, considering that bureaucrats are paid to serve and not to be served. for this reason, the DPM-PTSP of Bantaeng Regency has changed the old paradigm of being served to a new paradigm, namely CERIA (Careful, Friendly, Innovative, and Anti Pungli) services." The urgency of the importance of developing work culture is very important because it can improve the quality of employee performance in carrying out assigned tasks. A good work culture can facilitate the achievement of agency targets and goals, because work culture can change individual attitudes and behavior.

The findings of this study indicate that the better the work culture, the better employee performance will be. This finding is in accordance with the results of research conducted by Situmorang et al., (2023). which shows that there is a positive and significant relationship between work culture and employee performance.

## **CONCLUSIONS**

Based on the results of research and discussion, it is concluded that emotional intelligence, work environment, and work culture have a positive and significant influence on employee performance at the Bantaeng Regency Investment and One-Stop Integrated Service Office. Good emotional intelligence improves employee performance, a conducive work environment contributes to improved performance, and a good work culture also has a positive effect on performance. From this analysis, several suggestions can be made. First, the Investment and One-Stop Integrated Service Office of Bantaeng Regency needs to continue to pay attention to and improve the emotional intelligence of employees to improve their communication skills. Second, physical improvements to the work environment need to be made to reduce disturbances such as noise. Third, fostering a better work culture can strengthen employee commitment. Finally, this research

can be a reference for future researchers to develop other variables besides those that have been studied to gain a more comprehensive understanding.

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