

The Influence of Non-Physical Work Environment on Employee Performance Through Emotional Intelligence as an Intervening Variable (A Case Study of Balai Besar Pelatihan Peternakan Kupang)

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Abstract: This study examined the influence of a non-physical work environment on employee performance by using emotional intelligence as an intervening variable at the Balai Besar Pelatihan Peternakan Kupang. The sample in this study is a non-probability sampling technique that a saturated sampling of 87 employees of Balai Besar Pelatihan Peternakan Kupang. The analytical tool used is path analysis. The results showed that non-physical work environment variables had a positive influence on emotional intelligence and employee performance. And emotional intelligence variables can mediate between non-physical work environments on employee performance.

Key words: Non-physical environment, emotional intelligence, employee performance, saturated sampling, environments, mediate

INTRODUCTION

This research is motivated by problems related to the non-physical work environment at the Balai Besar Pelatihan Peternakan (BBPP) Kupang. These problems are based on the results of interviews and pre-surveys which show that the formation of group relations among employees in the office environment which is supported by the fluctuation of employee performance. (Sedarmayanti 2011) suggests that the non-physical work environment is a situation that describes a good working relationship between superiors, colleagues and subordinates. Based on the pre-survey results for 15 respondents, 9 of them are claiming as a part of a certain social group among employees. According to Sunyoto (Pangarso and Ramadhyanti, 2015) the relationships that occur between co-workers in the work environment are divided into two, namely individual find and group relationships. If the relationship between co-workers individually or in groups are less harmonious, it will result in the disruption of work environment conditions.

The ability of emotional intelligence supports to create a good work environment. The condition of a positive emotional state will also have a positive impact on the work environment. Bar in Gunu and Oladepo (2014) viewed emotional intelligence as cognitive intelligence which is defined as an array of emotional, personal and social abilities and skills that influence an individual's ability to cope effectively with environmental demands and pressures. Therefore, a comfortable and pleasant work environment can improve

performance, so that, company goals can be achieved. Robbins argues in Rahmawanti *et al.* (2014) that an environmental condition can affect employee performance pay great attention to their work environment both in terms of ease of work and personal comfort. Many aspects can make an effect on the work environment towards the realization of company goals, therefore the work environment must not be excluded in a company. According to these problems there was a decrease in the employee's performance of Balai Besar Pelatihan Peternakan (BBPP) Kupangis that from 2016-2017, from 101.6-97.71% or a decrease of 3.89% as Fig. 1 below. This is a problem that needed a solution if this situation continues it will result in company losses in the future.

Earlier research conducted by on "The Influence of Physical and Non-Physical Work Environment on Employee Performance at KPPN Bandung I" can be

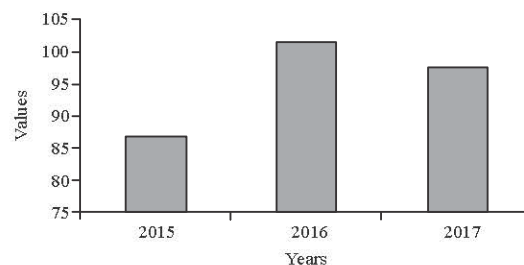


Fig. 1: Condition of employee performance at Balai Besar Pelatihan Peternakan (BBPP) Kupang; (Balai Besar Pelatihan Peternakan (BBPP) Kupang)

concluded that the physical and non-physical work environment have a significant effect on employee performance. But the research conducted by Norianggono *et al.* with the title “The influence of Physical and Non-Physical Work Environment on Employee Performance (Study of PT. Telkom Area III Jawa-Bali Nusra Employees in Surabaya)” has a physical and non-physical work environment simultaneously. Significant influence on performance but partially non-physical work environment has a non-significant effect on employee performance variables.

From the earlier research, there was an inconsistency in the study of the influence of work environment on performance that is way we need use an intervening variable. According to Sufiyan, intervening variable is variable that theoretically influence the relationship between independent variable and dependent variable but cannot be seen and measured. The existence of the relationship between the independent variable and the dependent variable depends on the existence of intervening variable because the independent variables must influence the intermediate variable first, then the new variable can cause changes in the dependent variable (Martono, 2014) in this study emotional intelligence is use as an intervening variable.

Based on the background research that has been described previously, the formulation of the problem in this study is as follows:

- How is the non-physical work environment at the Balai Besar Pelatihan Peternakan (BBPP) Kupang?
- How is the emotional intelligence at the Balai Besar Pelatihan Peternakan (BBPP) Kupang?
- How is employees performance at the Balai Besar Pelatihan Peternakan (BBPP) Kupang?
- Is there any influence of the non-physical work environment on emotional intelligence of employees at the Balai Besar Pelatihan Peternakan (BBPP) Kupang?
- Is there any influence of the non-physical work environment on employee performance at the Balai Besar Pelatihan Peternakan (BBPP) Kupang?
- Is there any influence of the non-physical work environment on performance through the emotional intelligence of employees at the Balai Besar Pelatihan Peternakan (BBPP) Kupang?

MATERIALS AND METHODS

Theoretical approach

Non-physical work environment: Sedarmayanti (2011) suggests that a non-physical work environment is a condition that takes place relating to work relations, between superiors, colleagues and subordinates. According to Sedarmayanti (2011) there are three

dimensions that form a non-physical work environment. The three dimensions are relation among colleagues, work relations between superior and subordinate and relations between subordinate and superior.

Relationships among coworker. In carrying out work relations work among coworkers is very necessary, especially work carried out in groups in the event of conflict will worsen the work atmosphere and reduce employee morale in completing work, employee morale will increase if the working relationship is well and harmonious where they are mutually help complete each other's work. Thus, productivity and employee performance can increase.

Relationships between superior and subordinate occur when employee's supply task that will be done by subordinate in building relationships between superior and subordinate must be able to build harmonious interactions, maintain ethics and respect each other, so that, a comfortable working environment will be created. A comfortable work environment can enhance each other's performance both superior and subordinate.

Relationship between subordinate and superior are the delivery of information in the form of reports on the implementation of tasks, complaints and so, forth. The submission of this information can use formal or informal media such as regular meetings, suggestion boxes to conduct collective recreation (gathering). Communication that is formed when delivering such information is either not rigid is not limited by the status or position of work, so that, it can create a family atmosphere and support one another.

Emotional intelligence: Bar in Gunu and Oladepo (2014) view emotional intelligence as cognitive intelligence which can be defined as a series of emotional and personal and social abilities that can influence individuals to deal effectively with demand and pressure on the work environment.

Goleman (2015) has five dimensions in the component of emotional intelligence. If someone can master competence that spreads to the five dimensions, it can make a person become a reliable professional.

Self-awareness is the ability of an individual to know the feelings in him, so that with this ability can make decisions on oneself have strong self-confidence and the ability to recognize strengths and weaknesses of themselves. Self-regulation is the ability of an individual to entertain themselves due to failure of skills in controlling basic emotion such as releasing anxiety and moodiness or offense.

Self motivation, namely the ability to regulate emotion becomes a tool in achieving goals and is very important to motivate and control yourself. Individuals who are skilled in this matter tend to be more productive and effective in whatever effort they do.

Social awareness, this ability can be referred to as the nature of empathy, namely the ability that depends on emotional self-awareness which becomes the basic ability in socializing.

Relationship management, namely social art in the skills to manage other people's emotion which include social skills that support popularity, leadership and interpersonal relationship.

Employee performance: Mangkunegara in Setyaningrum *et al.* (2016) performance is the result of work achieved both in quality and quantity by employees in carrying out tasks according to the responsibilities given to them. It can be concluded that performance is the ability owned by individual in carrying out work that is in accordance with their responsibilities over a period. Syahputra (2018) argues that performance is said to be good if:

Work quality: Assessment based on the result of work standard, cleanliness and accuracy. Measured based on employee perception of the quality of work produced by the skills used in perfecting the duty and ability of employees.

Quantity: Employees are judged based on the amount of work that is normal or abnormal can be measure based on employee perception of the number of activities assigned and the result.

Production time: Completion of work according to plan, meet the target based on the date specified and the time specified is the assessment used for employees.

Work effectiveness: Evaluation of employees based on good work planning, appropriate assessment to bring the work out of the workplace and the equipment that is arrange as well as possible.

Independence: Employees can complete work without asking for help or guidance from others, measured by employee perception in carrying out their respective work function.

Work commitments: That is the determination to do something with a sincere intention in doing the job. An employee wants to do the best for the company where he works if he has a high commitment can be measured from the commitment of work with the company and the employee's responsibility towards the office.

The influence of non-physical work environment on employee performance: Robbins stated in Rahmawati (2014) that an environmental condition

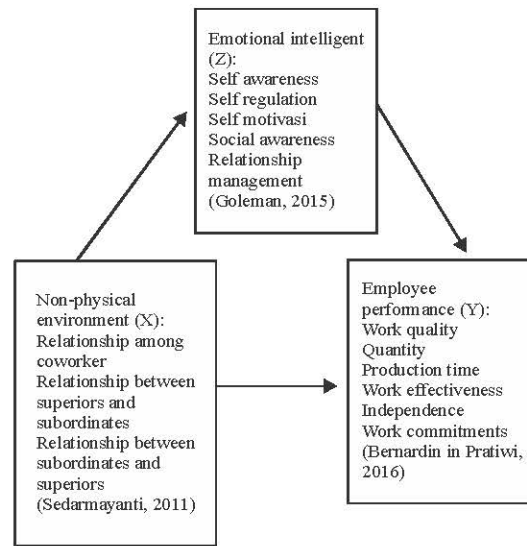


Fig. 2: Descriptive analysis model

can affect employee performance, employees pay great attention to their working environment both in term of ease of work and personal comfort. Many aspects affect the work environment towards the realization of company goals, therefore, the work environment must not be excluded in a company. The work environment not only affects performance but also can affect the company, if performance in a company is good then competition with other companies can be overcome.

The Influence of non-physical work environment on emotional intelligence: The condition of a positive emotional state will also have a positive impact on the work environment. Employee who have a good working environment have high emotional intelligence in the organization and vice versa a poor work environment causes low emotional intelligence of employees. With the existence of emotional intelligence will increase the exception and understanding of others, so that, it will improve the way of thinking and acting, good emotional implementation will be able to create an attractive work environment and can motivate employees as to improve performance (Rapisarda, 2002).

Research framework: This research used descriptive analysis and path analysis on Kupang Animal Husbandry Training Center. Based on the problems that have been described in the background we need to know the influence of non-physical work environment on employee performance through emotional intelligence as an intervening variables. Based on the description above, it can be described in Fig. 2.

RESULTS AND DISCUSSION

Descriptive analysis: Base on the result of a descriptive analysis of the non-physical work environment at Balai Besar Pelatihan Peternakan (BBPP) Kupang is equal 82.25%, the position of the continuum line of variables non-physical work environment is in the good category. This show that the creation of a good non-physical work environment such as relationships among colleague, relationship between superior and subordinate and relation between subordinate and superior.

Based on the responses of respondents in this study emotional intelligence Balai Besar Pelatihan Peternakan (BBPP) Kupang consisting of 11 statements classified as good with a score of 82.13%. This shows that the emotional intelligence of employees is good, so that, employees have self-awareness, self-regulation, self-motivation, social awareness and relationship management.

And the respondent's response regarding the performance of employees at Balai Besar Pelatihan Peternakan (BBPP) Kupang is in the good category with a score of 82.06%, this can be seen from the increase in achievement of certain performance indicators of Balai Besar Pelatihan Peternakan (BBPP) Kupang which has been achieved year.

Path analysis: According to Sarwono (2012), the final goals of path analysis is to find the effect of exogenous variable on endogenous variable in simultaneous or partially, testing the suitability of the model based on research data with existing theory and decompose correlation between variable by looking at direct influence, no influence directly, the total effect and the influence of other factors. In estimate existing path diagram, values derived from standardized regression coefficients (standardized regression coefficient) or also called beta (β) while R^2 is use as the combine effect.

Based on Table 1 we know that the value of path analysis non-physical work environment (X) to employee performance (Y) is 0.150. And emotional intelligence (Z) to employee performance (Y) the value of path analysis is 0.520. And than from Table 2 shows the value of path analysis of non-physical work environment (X) to emotional intelligence (Z) is 0.522.

Based on Table 3, the value of R square is 0.273, it means the magnitude of the influence of non-physical work environment variable on emotional intelligence is 0.273. This value is use in calculating the value of e_1 , e_1 is a variant of the emotional intelligence variable that is not explain by the non-physical work environment. According to Riduwan and Engkos (2017) the value of e_1 is $e_1 = \sqrt{1-R^2}$.

The magnitude of $e_1 = \sqrt{1-R^2} = \sqrt{1-0.273} = 0.852$.

Base on Table 4 above that the value of R^2 (R^2) is 0.374, it means the magnitude of the influence

Table 1: Coefficients*

Model	Unstandardized coefficients		Standardized coefficients		
	B	SE	β	t-values	Sig.
1 (constant)	1.557	0.464	-	3.354	0.001
X	0.143	0.097	0.150	1.479	0.043
Z	0.553	0.108	0.520	5.136	0.000

a. Dependent variable: employee performance
Description : value of path analysis on employee performance

Table 2: Coefficients* (Non physical environment)

Model	Unstandardized coefficients		Standardized coefficients		
	B	SE	β	t-values	Sig.
1 (constant)	2.508	0.380	-	6.596	0.000
Non-physical environment	0.468	0.083	0.522	5.645	0.000

a. Dependent variable: emotional intelligence
Description : value of path analysis on emotional intelligence

Table 3: Model summary

Model	R	R ²	Adjusted R ²	SE of the estimate
1	0.522 ^a	0.273	0.264	0.509

a. Predictors: (constant), X
Description: coefficients determination test result on emotional intelligence

Table 4: Model summary (2, x)

Model	R	R ²	Adjusted R ²	SE of the estimate
1	0.612 ^a	0.374	0.359	0.505

a. Predictors: (Constant), Z, X
Description: coefficients determination test result on employee performance

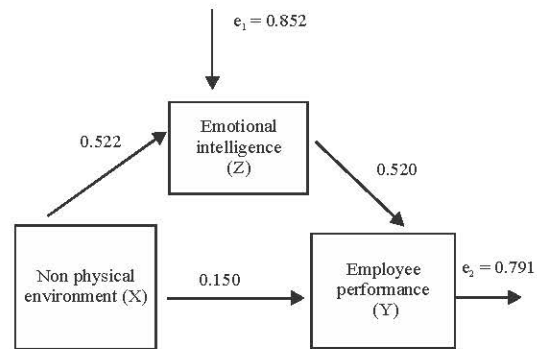


Fig. 3: Path analysis model

of non-physical work environment variable and emotional intelligence on employee performance is 0.374. This value is use in calculating the value of e_2 , e_2 is a variable variant of employee performance that is not explained by the non-physical work environment and emotional intelligence. According to Riduwan and Engkos (2017) the value of e_2 is $e_2 = \sqrt{1-R^2}$. The magnitude of $e_2 = \sqrt{1-R^2} = (1-0.374) = 0.791$. Then the path analysis model in this study can be describe in Fig. 3.

The influence of the non-physical work environment on employee performance through emotional intelligence

is obtain from the path coefficient value of the non-physical work environment toward emotional intelligence (XZ) multiplied by the emotional intelligence path coefficient on employee performance (ZY) to $(0.522 \times 0.520) = 0.271$. The multiplication result show that the coefficient of indirect effect (XZ×ZY) is greater than the direct effect coefficient (XY), $(0.271 > 0.150)$. It means that emotional intelligence variable can mediate the effect of non-physical work environment on employee performance.

CONCLUSION

Based on the results of research “The influence of non-physical work environment on employee performance through emotional intelligence as an intervening variables “which has been done, the conclusions that can be drawn as follows:

Non-physical work environment at the Balai Besar Pelatihan Peternakan (BBPP) Kupang according to the result of a descriptive analysis of the non-physical work environment included in the good category. This shows that of a good non-physical work environment created such as relationship among colleague, relationship between superior and subordinate and relation between subordinate and superior.

Emotional Intelligence at the Balai Besar Pelatihan Peternakan (BBPP) Kupang according to the result of descriptive analysis is in the good category. This shows that employees have self-awareness, self-regulation, self-motivation, social awareness and relationship management.

Employee Performance at the Kupang Animal Husbandry Training Center Balai Besar Pelatihan Peternakan (BBPP) Kupang base on descriptive analysis is in the good category. So, it can be conclude that performance indicators can be complete by employees of the Balai Besar Pelatihan Peternakan (BBPP) Kupang with quality, quantity, production time, effectiveness and independence and commitment.

Non-physical work environment has a positive influence on the emotional intelligence at the Balai Besar Pelatihan Peternakan (BBPP) Kupang. The work environment play an important role in improving the emotional intelligence of employees in completing their work. When the state of non-physical work environment is comfortable, peaceful and harmonious, employees can control their emotions, so that, work can be complete.

Non-physical work environment has a positive influence on the performance of employees of the Balai Besar Pelatihan Peternakan (BBPP) Kupang. If the non-physical work environment is given higher, the employee’s performance will increase. If the non-physical work environment given to employees is low, the employee’s performance will decrease due to environmental insecurity where the employee himself work.

Base on the result of the study it was find that the non-physical work environment have an influence on the performance of the Balai Besar Pelatihan Peternakan (BBPP) Kupang employee which is mediated by emotional intelligence in controlling emotions in completing work. The existence of emotional intelligence as an intervening variable contribute more to the increase in performance, it meanto increase the performance that is influence by the company’s non-physical work environment it will be better if considering the emotional intelligence of employees.

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