



The Effect of Competence and Work Environment on Employee Performance

(Study at PT. PLN (Persero) Main Unit for Distribution of Kalimantan Load Regulatory Funds (UIP3B Kal))

Muhammad Feriansyah¹, Sulastini², Maskur³

¹Students of the Postgraduate Study Program Master of Management, Universitas Islam Kalimantan Muhammad Arsyad Al Banjari

^{2,3} Master of Management Postgraduate Study Program, Universitas Islam Kalimantan Muhammad Arsyad Al Banjari

* Corresponding author : feriansyahuniska@gmail.com

Abstract

This study aims to, Determine the significant influence of partial competence on employee work. Knowing the significant influence of the work environment partially on employee performance. Knowing the significant influence of competence, work environment simultaneously on employee performance at the office of PT PLN (Persero) Kalimantan Distribution and Load Control Main Unit (UIP3B Kal). The analysis method uses multiple linear regression equations. The population in this study is individual employees who are still actively working in the study population is all employees at the office of PT PLN (Persero) Kalimantan Distribution and Load Management Main Unit (UIP3B Kal). The study sample was 52 people. Partial testing of the Effect of Competency on employee performance, amounted to 6.67, Thus, the hypothesis stating that Competence has a positive and significant effect on employee performance at the office of PT PLN (Persero) Kalimantan Distribution and Load Management Main Unit (UIP3B Kal) proved to be accepted. The effect of the work environment on the value of t calculated environmental variables is 16.30, thus partially the environment has a significant influence on employee performance at the PT office. PLN (Persero) Kalimantan Distribution and Load Management Main Unit (UIP3B Kal) proved acceptable. The effect of competence, work environment simultaneously on the calculated t value is 83.61, thus

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simultaneously having a significant influence on employee performance at the PT office. PLN (Persero) Kalimantan Distribution and Load Management Main Unit (UIP3B Kal) proved acceptable.

Keywords: Competence, Working environment, performance

1. INTRODUCTION

Organizations are often understood as a group of people who come together and work together in a structured way to achieve certain goals or objectives that have been set together. The organization focuses its attention on the identification, classification and division of existing work according to individual work assignments, team work, tasks and obligations. In general, organizations are divided into two groups, namely private sector organizations and public sector organizations. Private sector organizations are organizations aimed at providing goods and services to consumers. Which is distinguished from its ability to pay for goods and services in accordance with market laws.

Public sector organizations are organizations that aim to provide services to the community, regardless of their status and position. Public sector organizations are oriented to the public interest, which is not profit oriented as the ultimate goal, namely; achievement of predetermined performance targets. The success of an institution in achieving its goals is inseparable from the role of PLN and the performance of the employees in the institution. Employees as human resources are the most important asset for the Institution because of their role as implementers of the Institution's policies and operational activities. For this reason, employees are directed to be able to improve their performance in accordance with the opinions they give, (Robert and Jackson, 2016) quality, quantity, reliability and ability to cooperate.

The number of things that are influenced by the success that the institution wants to achieve is Competence is said to be one of the factors that influence performance. Required competencies help organizations to create a high-performance culture. The number of competencies used by human resources will improve performance. According to (Wibowo, 2012) states competence is the ability possessed by a person to carry out the job given properly. Meanwhile, according to (Safwan, 2014) competence is knowledge, skills mastered by someone who has become part of himself, competence does not only contain skills,





knowledge, characteristics and attitudes but most importantly is the application of skills, knowledge and attitudes in accordance with established performance standards.

Develop competency models that integrate with performance appraisal benchmarks based on the knowledge, skills, attitudes possessed by each employee in order to make it easier to carry out duties and responsibilities effectively which can be used as the basis for developing human resources at PT PLN (Persero) Distribution Main Unit and Kalimantan Load Regulator (UIP3B Kal). In addition to competence, the work environment also has an important role in influencing the performance of its employees, that everything that is around employees, can be said to be a work environment both physical and non-physical. A good work environment will provide a sense of comfort to employees in carrying out their work.

The work environment is everything that is around workers who can influence them in carrying out assigned tasks, for example cleaning, music and so on. The physical work environment in a PLN is a working condition to provide a comfortable atmosphere and work situation for employees in achieving the goals desired by PLN. Bad working conditions have the potential to cause employees to fall sick easily, get stressed easily, have difficulty concentrating and decrease performance, if the work space is uncomfortable, hot, has inadequate air circulation, the work space is too crowded, the work environment is not clean, noisy, of course it has a big impact on employee comfort, (Robbins, 2013).

The work environment is one of the factors that supports the creation of good employee performance, the work environment is also a determinant of employee job satisfaction. A good work environment makes employees or employees feel comfortable and safe at work. According to (Nitisemito, 2005) the work environment is everything that is around workers who can influence them in carrying out their duties. Given the importance of a success to be achieved by the Institution is strongly influenced by the performance of its employees. The State Electricity Company, PT PLN (Persero) has a very important role in the economy and the survival of the Indonesian people. To always maintain its dedication to the country, PLN prioritizes sustainable growth in each of its business operations. Sustainability cannot be achieved without a strong synergy between profit balances. Therefore, PLN continues to work through various sustainability initiatives to realize a sustainable energy transformation program.

The program undertaken by PLN, in addition to supporting the government of the Republic of Indonesia in improving the energy mix, is also carried out to prepare for future





energy transitions so that PLN can become part of the corporation that is responsible for the sustainability of future generations through the provision of sustainable clean energy. The problem faced is that human resources are a vital asset in a PLN organization. Therefore, efforts to improve employee performance in order to be successful, the behavior of employees is well directed. Employee performance must be measured and evaluated. Information on the results of performance measurement can be used as feedback to direct this employee's behavior towards further performance improvement.

Employees are a valuable asset for an organization. What employees give to an organization is very dependent on how the organization treats, leads and manages them. Organizational goals will not be achieved properly and smoothly if the organization does not pay attention to its employees. Organizational attention to employees is not only manifested in interactions between a leader and subordinates, but also in how the needs and expectations of employees can be met by the organization. Several aspects that must be considered by the organization in meeting the needs and expectations of employees are related to the work environment and competence

2. LITERATURE REVIEW

2.1 Human Resource Management

According to Umar (2019), HRM is part of organizational management that focuses on elements of human resources. It is the duty of HRM to manage the human element well in order to obtain a workforce that is satisfied with their work. Another definition put forward by (Dessler, 2018), that HRM is the policies and practices that a person needs to carry out the "people" or human resources aspect of a management position, including recruiting, screening, training, reward and appraisal. According to (Gomes, 2019), human resource management is the overall management of human resources available in an organization, both private and public. HR is the only resource that has reason, feeling, desire, ability, skill, knowledge, encouragement, power and work. All of these HR potentials are very influential on organizational efforts in achieving goals

According to (Gomes, 2019) stated that HRM tasks revolve around efforts to manage the human element with all its potential as effectively as possible so that satisfied and satisfying human resources can be obtained for the organization. The important attention of HRM includes managerial functions, operational functions and the role and position of HR in achieving organizational goals in an integrated manner. Effective human resource





management relates to the form and function of an organization, where the main activities are obtaining resources, managing resources and terminating resources. Human resource management can increase the effectiveness of human resource management by using a four-step approach, namely; diagnosis of problems, evaluation of ongoing practices, design of human resource management systems and system implementation (Simamora, 2015).

Based on this description, it can be concluded that human resource management or also commonly called personnel management is the recognition of the importance of the organization's workforce unit as a vital human resource for the achievement of organizational goals and the utilization of various management functions and activities to ensure that the workforce or human resources are used effectively and wisely to benefit individuals, organizations and society. One of the tasks of HRM is the management and development of human resources because humans are the most important element in all organizations. Organizational success in achieving goals and objectives as well as the ability to face internal and external challenges is strongly influenced by the ability to develop human resources in the most appropriate way.

2.2 Competence

Competence is an ability to carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. According to (Wibowo, 2015) it is further said that self-concept is a person's attitude, values or self-image. According to (Rampesad, 2016) work-oriented compensation is the ability, behavior or skills that have been shown to cause or predict superior employee performance in certain jobs.

Organizational demands to obtain, develop and maintain quality human resources are increasingly urgent in accordance with the ever-changing dynamics of the environment and technology. Competence is a skill possessed by a person in all aspects of the work to be carried out and this skill makes him feel capable of being able to achieve various goals in his work. Competence has the same meaning as the word ability, skill or expertise and can provide an overview of an individual's ability to perform a particular task

Conceptual skills, namely, the ability to coordinate and integrate all interests and activities of the organization, including seeing the organization as a whole, understanding how its parts are interdependent, and anticipating how changes in one part will affect the whole organization. According to (Ruky, 2016) Basically, there are many indicators that





affect the competency of a company's employees, including personal character, self-concept, knowledge, skills, and work motivation.

2.3 Work Environment

According to (Nitisemito, 2013), the work environment is everything that is around workers who can influence them in carrying out their duties. In this sense, the work environment is more focused on physical conditions. Meanwhile, according to (Sukanto and Indriyo, 2000), the work environment is everything that is around workers who can influence the parties concerned at work. The environment includes lighting arrangements, noise control, cleanliness and management arrangements

A similar opinion was also expressed by (Mardiana, 2013), that the work environment is an environment where employees carry out their daily work. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect the emotions of workers. If workers like their work environment, then these workers will feel at home in their workplace to carry out activities so that work time is used effectively and is optimistic that work performance will also be high.

The work environment includes working relationships that are formed between fellow employees, working relationships between subordinates and superiors as well as the physical environment in which employees work. Broadly speaking, the type of work environment can be categorized into two things, namely the physical work environment and non-physical work environment. The physical work environment is the workplace or area where employees carry out their activities. This physical work environment significantly affects the enthusiasm and work emotions of employees. Factors that have implications for this physical work environment include air temperature in the workplace, noise levels in the work environment, quality of lighting in the work area and air quality around the workplace.

According to (Soedarmayanti, 2016), the non-physical work environment is all conditions that occur related to work relationships, both with superiors and with fellow co-workers or relationships with subordinates. This non-physical work environment is a work environment that cannot be ignored. According to (Nitisemito, 2013), companies should be able to reflect conditions that support cooperation between superiors, subordinates and those with the same position status in the workplace. Conditions that should be created are a family atmosphere, good communication and self-control. Fostering good relationships





between colleagues, subordinates and superiors, must be done because we need each other. The working relationship that is formed greatly influences the psychology of employees.

The benefit of the work environment is to create passion for work, so that work productivity increases. Meanwhile, the benefits of working with motivated people are that work can be completed on time. That is, the work is completed according to the correct standard and within the specified time scale. Its performance will be monitored by the individual concerned and will not require too much supervision and the fighting spirit will be high (Arep, 2014). An environmental condition is said to be good or appropriate if humans can carry out their activities optimally, healthily, safely and comfortably so as to increase employee morale. The following are some of the indicators described (Mangkunegara, 2016), namely Size and Layout, Noise, Air Circulation, Safety at work, Work relations between subordinates and superiors, and Relationships among colleagues

2.4 Employee Performance

According to (Rivai, 2015) employee performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company. According to (Timpe, 2014) employee performance is the level of achievement of a person or employee in an organization or company that can increase productivity. There are two factors that can affect employee performance, namely internal factors and external factors. Internal factors are factors related to a person's characteristics, including attitudes, personality traits, physical characteristics, desire or work motivation, age, sex, education, work experience, cultural background and other personal variables. External factors are factors that influence employee performance that come from the environment, leadership, actions of colleagues, type of training and supervision, pay system and social environment.

According to (Simanjuntak, 2015) the performance of company employees is the level of achievement of results in order to realize company goals. Information about the performance of an organization's employees is a very important thing to use to evaluate whether the employee performance process carried out by the organization so far is in line with the expected goals or not. However, in reality, many organizations lack or even rarely have information about the performance of employees in the organization.

According to (Tika, 2016) employee performance is the result of the work function/activity of a person or group within an organization which is influenced by various factors to achieve organizational goals within a certain period of time. According to





(Mangkuprawira, 2013) Performance or employee performance is the work that can be achieved by a person or group of people in an organization according to their respective authorities and responsibilities in an effort to achieve organizational goals. According to (Rivai and Basri, 2016) Employee performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results (Hasibuan, 2013) Employee performance or work performance is a work result that is achieved by someone in carrying out tasks assigned to him based on skills, experience and sincerity, as well as time.

Based on the understanding of employee performance from the several opinions above, it can be concluded that employee performance is a result of work achieved by someone in carrying out the tasks assigned to them and how much they can contribute to the organization. Employee performance also means the results achieved by someone, both quality and quantity in an organization in accordance with the responsibilities given to him. According to (Mathis and Jackson, 2013) employee performance indicators are Quality, Quantity, Timeliness, Effectiveness, and Attendance. Performance is generally said to be a measure for someone in his work. Performance is the basis for productivity and contributes to the achievement of organizational goals. The performance of each employee must have added value to an organization for the use of the resources that have been issued.

Efforts to achieve high performance, every individual in the agency must have the right abilities, work hard at work and have support needs. Both factors are important. Failure in any of these factors can lead to reduced performance and form limited performance standards.

3. RESEARCH METHOD

The type of research used is explanatory research which is associative in nature, which is research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this case, it is research that is explaining the influence between the influence variables such as; variable work environment competency variable, on employee performance. The type of research used is causality (influence), if the research objective is to examine the determinant (influence) of one or more independent variables on the dependent variable. The population in this study were all employees at PT PLN (Persero) Kalimantan Load Control and Distribution Main Unit (UIP3B Kal), totaling 52 employees.





The researcher determines that the population is used as a saturated sample, so it can be seen that the sample size of employee respondents is 52 people. (Sugiyono, 2013).

In this study, researchers used data collection techniques by means of a questionnaire (questionnaire). The questionnaire used by researchers as a research instrument, the method used is a closed questionnaire. Analysis of the hypothesis testing data was carried out using the T test, F test, and the coefficient of determination (R²) using SPSS software.

4. RESULT AND DISCUSSION

The regression model that has fulfilled the classical assumptions is then tested by testing the multiple linear regression equation and testing the hypothesis using a partial test (t test). The test results are as follows:

1. Classic assumption test

a. Data Normality Test

This test aims to test whether the regression model, confounding variables or residuals have a normal distribution. To test whether the data is normally distributed or not, a One Sample Kolmogorov Smirnov Test statistical test was carried out. The residuals are normally distributed if they have a significance >0.05. This Normality Test aims to test whether the regression model occurs when there is a correlation between independent (independent) variables. To find out, it is done by using the One-Sample Kolmogorov-Smirnov Test from the SPSS output results as follows:

Table 1. Results of the Kolmogorov-Smirnov One-Sample Test

Uji Normalitas	Asymp. Sig. (2-tailed)
One-Sample Kolmogorov-Smirnov Test	0,106

Source: Primary data processed (2023)

Based on the significant value shown in the SPSS output results of 0.106 it can be stated that the data is normally distributed, because it has a value greater than a significant level of 0.05.

b. Multicollinearity Test

This test aims to determine the occurrence of a correlation between independent variables, to detect whether there is multicollinearity in the regression model, namely by





looking at the tolerance value and its opponent, namely the variance inflation factor (VIF). These two measures show that each independent variable is explained by other independent variables. Tolerance measures the variability of the selected independent variables which are not explained by other independent variables. So, a low tolerance value is the same as a high VIF value (because $VIF = 1/tolerance$). The cut off value that is commonly used to indicate the presence of multicollinearity is a tolerance value ≤ 0.10 or the same as a VIF value ≥ 10 . If the regression model does not find the detection assumption as above, then the regression model used in this study is free from multicollinearity, and vice versa. For more details can be seen in the following table:

Table 2. Multicollinearity Test

Variable	Tolerance	Variance Inflation Factor
Competence	0.456	2.194
Work environment	0.456	2.194

Source: Primary data processed (2023)

Based on Table 2. shows that this study has no symptoms of multicollinearity. Because all the considerations and requirements of the multicollinearity test research have been fulfilled

c. Heteroscedasticity Test

This test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. If the variance from the residual one observation to another observation remains, then it is called homoscedasticity and if it is different, it is called heteroscedasticity, the test method used is the Glaster Test method (Ghozali, 2013). The Glaster test is carried out by regressing between the independent variables and their residual absolute values. If the significant value between the independent variables and the absolute residual is more than > 0.05 , then there is no heteroscedasticity in the regression model. The Glejser test output results are as follows:

Table 3. Heteroscedasticity Test

Variable	Significant	Information
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Competence	0.136	No symptoms
Work environment	0.680	No symptoms

Source: Primary data processed (2023)

Table 3. shows that all research factors have significant values above 0.05, so that all of these factors meet the requirements and are declared to have no symptoms of heteroscedasticity.

d. Linearity Test Results

The linearity test is used to see whether the model specifications used are correct or not (Ghozali, 2006). With the linearity test, information will be obtained whether the empirical model should be linear, quadratic or cubic (Ghozali, 2006). The linearity test used in this research is the lagrange multiplier test. Estimation with this test aims to obtain a calculated x² value or (n × r²)

Table 3. Linearity Test

Information	Sum of Squares	Mean Square	F	Sig
Deviation from Linearity	10,997	1,833	0,284	0,943

Source: Primary data processed (2023)

Based on Table 3. it can be seen that the value of Sig. Deviation From Linearity>Alpha (0.943>0.05). So it can be concluded that the relationship between competence and work environment with employee performance is linear.

2. Multiple Linear Regression Test

After the validity, reliability, and classic assumption tests have been fulfilled, after the validity, reliability, and classic assumption tests have been fulfilled, then multiple linear regression analysis can be carried out which is used to determine the effect of competency and work environment variables as independent or independent variables on employee performance variables at the Office of PT PLN (Persero) Distribution and Regulatory Main Unit Kalimantan Burden (UIP3B Kal) as the dependent or dependent variable. Based on the



results of the output of SPSS version 23.00, the following table and analysis can be made as shown in Table 4 below.

Table 4. Multiple Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,243	3,249		5,075	0,041
	Competence	0,509	0,349	0,690	6,074	0,041
	Work environment	0,343	0,400	0,539	4,415	0,036

a. Dependent Variable: employee performance

Source: Primary data processed (2023)

From Table 4. in unstandardized form the multiple regression equation obtained is:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 10,243 + 0,509 (X_1) + 0,343 (X_2) + e$$

Dimana:

Y = Employee Performance

X₁ = Competency

b₁- b₂ = Regression Coefficient

X₂ = Work Environment

e = error

The interpretation of the equation is as follows:

1. A constant of 10.243 means that if there is no Competence and Work Environment, then the Employee Performance is 10.243.
2. The regression coefficient of the competency variable is 0.509, meaning that if the other independent variables have a fixed value and competence increases, employee performance will increase by 0.509. The coefficient is positive, meaning that there is a positive relationship between the competence variable and the employee performance variable. The higher the competency variable, the higher the employee performance variable.
3. The regression coefficient of the work environment variable is 0.343, meaning that if the other independent variables have a fixed value and the work environment

increases, employee performance will increase by 0.343. The coefficient is positive, meaning that there is a positive relationship between work environment variables and employee performance variables, the more work environment variables increase, the more employee performance variables also increase.

4. The coefficient of determination (R Square) obtained is 0.137. This means that 13.7% of employee performance can be explained by competency and work environment variables, while the remaining 86.3% of employee performance is influenced by other variables not examined in this study.
5. Based on the calculation results obtained a significance value of F (0.001) < significance of α (0.05), that is (0.001 < 0.05) or by comparing F count with F table with an F table value of 2.70. Where from the calculation results obtained the value of F count > F table (47.314 > 2.70). Based on these calculations, the independent variables consisting of competence and work environment jointly (simultaneously) have a significant effect on employee performance at the Office of PT PLN (Persero) Kalimantan Main Distribution and Load Control Unit (UIP3B Kal), meaning that the research model is said to be feasible/ Good

3. Partial Regression Test (t test)

The regression model that has fulfilled the classical assumptions is then tested by testing the regression equation partially (t test). The t test aims to see partially whether there is a significant effect of the independent variables on the dependent variable. This test was conducted to find out the competency and work environment variables that have an influence on employee performance at the Office of PT PLN (Persero) Kalimantan Main Unit for Distribution and Load Control (UIP3B Kal), namely by comparing the calculated t value with t table with a significance of 95% ($\alpha = 0, 05$). If t count > t table then Ho is rejected and vice versa if t count < t table then Ho is accepted. The results of the t test can be seen in Table 5. below

Table 5. T test results arithmetic

Model		Unstandardized		Standardized	t	Sig.
		Coefficients	Std.	Coefficients		
		B	Error	Beta		
1	(Constant)	10,243	3,249		5,075	0,041



Competence	0,509	0,349	0,690	6,074	0,041
Work environment	0,343	0,400	0,539	4,415	0,036

a. Dependent Variable: employee performance

Source: Primary data processed (2023)

Based on the calculation results, the significance value of t is obtained for the independent variables, namely:

1. Competency variable value t count is 6.074 while t table is 1.66023 with a significance of 0.041. Because the value of t count > t table (6.074 > 1.67469) or sig t < 5% (0.041 < 0.05), then H₀ is rejected and H₁ is accepted, meaning that there is a partially significant effect of the competency variable on employee performance at the PT PLN (Persero) Office Kalimantan Main Unit for Distribution and Load Control (UIP3B Kal).
2. Work environment variable value of t count is 4.415 while t table is 1.66023 with a significance of 0.036. Because the value of t count > t table (4.415 > 1.67469) or sig t < 5% (0.036 < 0.05), then H₀ is rejected and H₁ is accepted, meaning that there is a partially significant effect of work environment variables on employee performance at the PT PLN (Persero) Office) Kalimantan Load Distribution and Regulatory Main Unit (UIP3B Kal)

5. CONCLUSION

Based on the results and discussion above, the authors can draw the following conclusions:

1. Competence has a significant effect in a positive direction on employee performance at the Office of PT PLN (Persero) Kalimantan Main Distribution and Load Control Unit (UIP3B Kal)
2. The work environment has a significant effect and with a positive direction on employee performance at the Office of PT PLN (Persero) Kalimantan Main Distribution and Load Control Unit (UIP3B Kal)
3. Competence and work environment simultaneously have a significant positive effect on the performance of employees at the Office of PT PLN (Persero) Kalimantan Main Distribution and Load Control Unit (UIP3B Kal)





Based on the results of the conclusions that have been described, as for suggestions that the author can give, among others

1. Competence through indicators in the form of increasing knowledge, skills, attitudes, characteristics, personality and motives by providing a lot of information and communication as well as training for office employees of PT PLN (Persero) Kalimantan Main Distribution and Load Control Unit (UIP3B Kal), so that better than what is currently there to improve employee performance.
2. Attention and cultivating a healthy work environment through indicators of a working atmosphere, relationships with coworkers, availability of work facilities, work space lighting, work space air circulation and work safety on the performance of PT PLN (Persero) Office Employees Distribution and Load Control Unit Kalimantan (UIP3B Kal)
3. Achievement of institutional goals that have been set through employee performance, develop the quantity and quality of employee work, continue to improve the reliability of work of employees, and monitor the frequency of attendance of employees, and continue to encourage the ability to cooperate between employee personnel at the PT PLN office (Persero) Kalimantan Main Unit for Distribution and Load Control (UIP3B Kal)

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