THE INFLUENCE OF EMOTIONAL INTELLIGENCE, EMPLOYEE DEVELOPMENT, AND WORKPLACE ENVIRONMENT ON EMPLOYEE PERFORMANCE AT PT. GARUDA INDONESIA (PERSERO) TBK. BRANCH OFFICE MANADO

PENGARUH KECERDASAN EMOSIONAL, PENGEMBANGAN KARYAWAN, DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN DI PT. GARUDA INDONESIA (PERSERO) TBK. KANTOR CABANG MANADO

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Abstract: Employee performance is highly demanded and important because it gives the ability to properly gauge worker efficiency, determine how to properly compensate your workforce and improve workplace's overall productivity. PT. Garuda Indonesia is the largest airline in Southeast Asia and one of the largest in the Southern Hemisphere, carrying more than 16,000 passengers daily to an expanding list of 16 domestic and 28 international destinations. The aim of this study is to determine the influence of emotional intelligence, employee development, and workplace environment on employee performance. In this study, population refers to the employees of PT. Garuda Indonesia (Persero) Tbk. Branch office Manado by using saturation sampling technique and sample size of 54 respondents through questionnaires. This study used multiple regression analysis method. Result shows that emotional intelligence has significantly influence on employee's performance; employee development has significantly influence on employee's performance; while workplace environment has no significantly influence on employee's performance. The management of PT. Garuda Indonesia branch office Manado should consider about the importance of the influence of emotional intelligence, employee development, and workplace environment in the company.

Keywords: emotional intelligence, employee development, employee performance

Abstrak: *Kinerja karyawan sangat dituntut dan penting karena memberikan kemampuan untuk mengukur efisiensi pekerja, menentukan bagaimana kompensasi tenaga kerja dan meningkatkan produktivitas secara keseluruhan kerja ini. PT. Garuda Indonesia adalah maskapai penerbangan terbesar di Asia Tenggara dan salah satu yang terbesar di belahan bumi selatan, membawa lebih dari 16.000 penumpang setiap hari yang melayani 16 penerbangan domestic dan 28 internasional. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh kecerdasan emosional, pengembangan karyawan, dan lingkungan kerja terhadap kinerja karyawan. Dalam penelitian ini, populasi mengacu pada karyawan PT. Garuda Indonesia (Persero) Tbk. Cabang Manado dengan menggunakan teknik saturation sampling dan sampel dari 54 responden melalui kuesioner. Penelitian ini menggunakan metode analisis regresi berganda. Hasil menunjukkan bahwa kecerdasan emosional secara signifikan telah mempengaruhi kinerja karyawan; pengembangan karyawan secara signifikan telah mempengaruhi kinerja karyawan; sementara lingkungan kerja secara signifikan tidak mempengaruhi kinerja karyawan. Manajemen PT. Garuda Indonesia kantor cabang Manado sebaiknya mempertimbangkan pengaruh dari kecerdasan emosional, pengembangan karyawan, dan lingkungan kerja bagi perusahaan.*

Kata kunci: kecerdasan emosional, pengembangan karyawan, kinerja karyawan

INTRODUCTION

Research Background

In this era of globalization where everything seems to relying on automation and employees are doing job using computers and other related machines. That's why, to assess performance of the employees basically measured by how productive they are in operating those kinds of machines. For example, how effective the employees are in using paper, how quick the employees to finish the task given and how much spending do the employees made to finish the job. However, the field nowadays doesn't seem the way the company wants it to go caused by several reasons. Although the employees are having the skill in operating machinery correlated with their job, yet the performances are remained stagnant or even lower.Through the explanation before, can be concluded that there are various reasons in supporting positive performance of employees when they are working in a company.

Many factors can affect the employee performance, one of them is Emotional Intelligence (EI) that affect mostly to the overall performance. Every employee has their own intelligence that is needed in company accordance with the jobs available to be occupied. But on this case, not only the intelligence of how smart employees are but also how smart employees can be in controlling emotions. Next one is employee development.

Employee development was defined as improving employee competencies and skills over the long term through the variety of methods such a mentoring, coaching and succession planning (Esen&Collison, 2005). Employee development consists of individual or employee and overall growth as when employees of the organization would develop the organization, organization would be more thrive and the employee performance would increase.

The last is workplace environment. Although the workplace environment is an external factor but has an important role in encourage the employee performance. When employees have the intention to work, their performance outcomes shall be increased. Therefore, needs to be supported with a comfortable working environment, it will reduce absenteeism and employees will be more productive. Aviation sector has become one of the important sectors in the running of business cycle particularly in Manado. Nowadays, there are more than 12 flights from three different airlines that manage to serve flight from the capital of Sulawesi Utara that is Manado to the capital of Indonesia that is Jakarta. Not only the flight from Manado to Jakarta and the reversal, but, there are more than fifty domestic flights from Manado in one day. This phenomenon proved that the needs of people for aviation or the availability of airplanes are getting higher day by day.

Therefore, through the previous explanation, PT. Garuda Indonesia (Persero) Tbk. as a state-owned aviation company has become the location where this study will be conducted. A state-owned company, Garuda Indonesia is a major international and domestic airline that has been the flagship of Indonesia's airways for more than forty years. It is the largest airline in Southeast Asia and one of the largest in the Southern Hemisphere, carrying more than 16,000 passengers daily to an expanding list of 16 domestic and 28 international destinations. Through subsidiaries such as Merpati Nusantara Airlines, PT Aero Catering, PT Satriavi Tours and Travel, and Aerowisata Hotels, Garuda has extended its reach into airline food services, accommodations, and tourism. The general activities of PT. Garuda Indonesia (Persero) Tbk. Branch office Manado are serving customers who buy tickets and give information about the flight, preparing and submit the documents of cargo such as Air Way Bill (AWB) which will be submitted to the customer and agent.

Research Objectives

Regarding the problems which have been formulated and identified that are mentioned in previous section, the following research objectives are:

1. To know if emotional intelligence, employee development, and workplace environment influence employees' performance simultaneously.
2. To know if emotional intelligence influence employees' performance simultaneously.
3. To know if employee development influence employees' performance simultaneously.
4. To know if workplace environment influence employees' performance simultaneously.

THEORETICAL FRAMEWORK

Human Resource Management

Human Resource Management (HRM) is the term used to describe formal systems devised for the management of people within an organization. Human Resources Management is a distinctive approach in managing committed and capable people in an organization to achieve the organization goals/organization competitive advantage by strategically using some cultural, structural and personnel techniques and interventions in an integrated array or system (Tenglewier, 2014).Strategic Human Resource Management implies a managerial orientation that ensures that human resources are employed in a manner conducive to the attainment of organizational goals and mission (Sani, 2012).

Employee Performance

Employees are the most valuable asset of every company as they can make or break a company's reputation and can adversely affect profitability. Employee's success at work will further the success of the organization (Hameed, 2011). But what is the meaning of success, and how does a business measure it? Managers must first hire employees with the right skills and qualification for the job. Performance by is an achievement or success of the work done by looking at the responsibilities and attitudes directed to perform his duties were (Torar, 2015).

Emotional Intelligence

Conceptually, emotional intelligence is relevant in order to predict employee work performance. Cote and Miners (2011) said, "it because organization require interpersonal interaction to accomplish goals, and also because most of jobs require the ability to manage emotions. Thus, it is perhaps not surprising that empirical research has established a relationship between emotional intelligence and work performance".Emotional Intelligence defined as the ability to monitors one's own and others' feelings and emotions (Brackett, 2011).

Employee Development

Employee development is a joint, on-going effort on the part of an employee and the organization for which he or she works to upgrade the employee's knowledge, skills, and abilities. There is a direct relationship between Employee Development and Employee Performance. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006). explained employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment (Hameed, 2011).

Workplace Environment

Workplace environment play an important role towards the employees' performance. The workplace environment impacts employee morale, productivity and engagement - both positively and negatively. The connection or relationship between the work, workplace, tools of work had becomes the most important aspect in their work itself (Afifah, 2014).Over the last decades, the factors of work environment of the office workers had changed due to the changes in several factors such as the social environment, information technology and the flexible ways of organizing work processes (Naharuddin, 2013).

Previous Research

Powell and Renner (2003) found that working with qualitative data is a rich and enlightening experience. The more you practice, the easier and more rewarding it will become. Khurram Shahzad and Muhammad Sarmad (2011) found the result revealed that a positive relationship exists between social awareness and relationship management and employee's performance while self-awareness and self-management were not found significantly related to employee's performance. Essen and Collison (2005) said that employee development is a joint, on-going effort on the part of an employee and the organization for which he or she works to upgrade the

employee's knowledge, skills, and abilities. Naharuddin and Sadegi (2013) showed that the factors of workplace environment give an immense impact to the employees' either towards the negative outcomes or the positive outcomes. According to Sue & Ritter (2011) saturation sampling is not a technique per se but an attempt to conduct a population census. Conducting a census, or collecting data in every member of a population, is an alternative-albeit an infrequently used one-to traditional survey sampling.
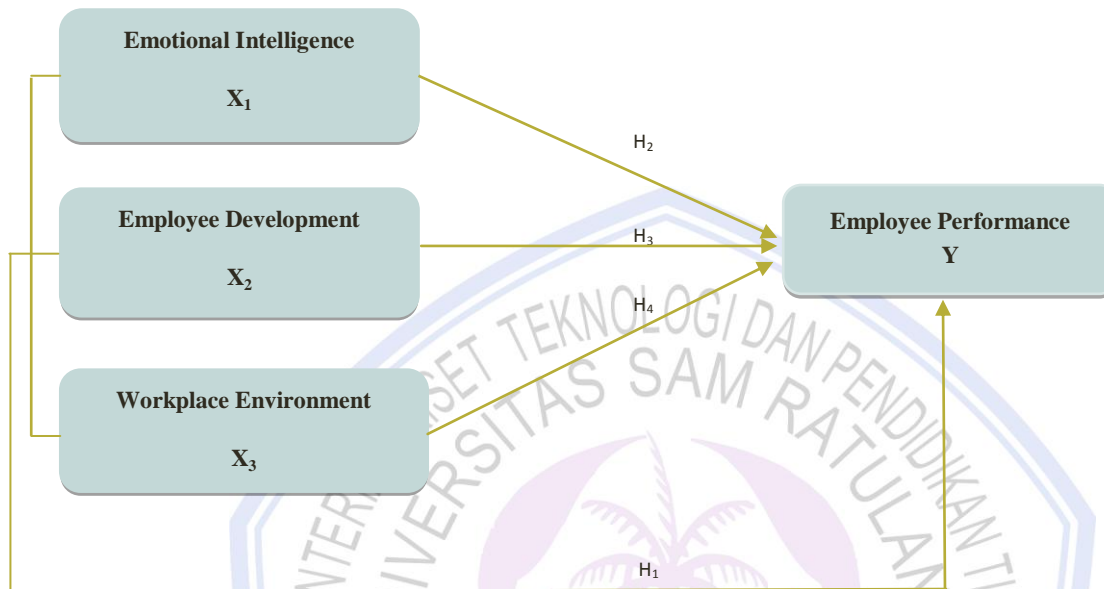
Conceptual Framework

Figure 1. Conceptual Framework
Source Research Procedure

Research Hypothesis

H_1: Emotional intelligence, employee development, and workplace environment influence employees' performance simultaneously.
H_2: Emotional intelligence influence employees' performance partially.
H_3: Employee development influence employees' performance partially.
H_4: Workplace environment influence employees' performance partially.

RESEARCH METHOD

Type of Research

This research uses causal type of research which is a type that determines if one variable causes another variable to occur or change. Causal research used to obtain evidence of cause-and-effect (causal) relationships. This research is appropriate for understand which variables are the cause (independent variable) and which variables are the effect (dependent variable) of a phenomenon, also to determine the nature of relationship between the causal variables and the effect to be predicted (Malhotra, 2007).

Place and Time of Research

This research will be conducted at PT. Garuda Indonesia (Persero) Tbk. Branch office Manado, North Sulawesi. The time of research will be conducted from May - June 2016.

Population and Sample

The population that is mainly observed in this research is employees that work in PT. Garuda Indonesia (Persero) Tbk. Branch Office Manado, exclude cabin crew, pilots and flight attended which are 54 employees.The sample of this research is all of the population. This research will use saturation sampling.

Data Collection Method

The data used in this research consist of 2 types between primary data through questionnaire and secondary data taken from books, journal, and relevant literature from library and internet to understand the theoretical support in this research.

Operational Definition and Measurement of Research Variable

1. Emotional Intelligence (X_1)
   Emotional Intelligence is the capacity to be aware of, control, and express one's emotions, and to handle interpersonal relationships judiciously and empathetically.
2. Employee Development (X_2)
   Employee development is a joint initiative of the employee as well as the employer to upgrade the existing skills and knowledge of an individual.
3. Workplace Environment (X_3)
   Workplace environment is used to describe the surrounding conditions which an employee operates. The work environment can be composed of physical conditions, such as office temperature, or equipment, such as personal computers.
4. Employee Performance (Y_1)
   Employee performance is defined as whether a person executes their job duties and responsibilities well.

Data Analysis Method

Validity and Realibility Test

Validity is extent to which a construct measures what it is supposed to measure. An easy measure of validity would be to compare observed measurement with the true measurement (Hair et al, 2007). Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items measuring a consept hang together as a set. Alpha cronbach is reliable coeffcients that can indicate how good items in asset have positive correlation one another (Sekaran, 2006).

Multiple Regression Analysis Method

Cooper and Schindler (2001:767) stated that multiple regresion analysis is a technique to observed value more than X to estimate or predict coresponding Y value. The equation model of multiple regression analysis whisch used in this research can formulated as shown below:
Where:

$$Y = \alpha + b_1x_1 + b_2x_2 + b_3x_3 + e$$

Y   : Employee Performance
α : Intercept
b_1,b_2 : The regresion coefficient of each variable
x_1 : Emotional Intelligence
x_2 : Employee Development
x_3 : Workplace Environment
e   : Error.

RESULT AND DISCUSSION

Validity and Reliability

Validity test is used to know whether the instrument is valid or not. The instrument is valid if the value of Pearson Correlation above 0.3. The Correlation between emotional intelligence (0.583), employee development (0.878), and workplace environment (0.839), with employee performance (0,871) show a positive relationship. Therefore, the data is considered as valid. Reliability test is to measure if one item of question was tested several times would give consistent value. In this research, it shows that Alpha Cronbach is 0.831 which is above the acceptance limit of 0.6; therefore, the research instrument is reliable.

Multicollinearity

Table 1. Multicollinearity

	Coefficients[a]		
		Collinearity Statistics	
Model		**Tolerance**	**VIF**
1	Emotional Intelligence	,527	1,896
	Employee Development	,508	1,970
	Workplace Environment	,506	1,978

Dependent Variable: Employee Performance
Source: SPSS data analysis 2016

Classical Assumption

From Table 1, the tolerance of Emotional Intelligence is 0.572, Employee Development is 0.508, and Workplace Environment is 0.506, it means that the tolerance values of those three variables are more than 0.2. The VIF value of Emotional Intelligence is 1.896, Employee Development is 1.970, and Workplace Environment is 1.978, it means that the VIF values of those variables are less than 10. Since all the tolerance value is more than 0.2 and the VIF value is less than 10, the model concluded to be free from multicollinearity.
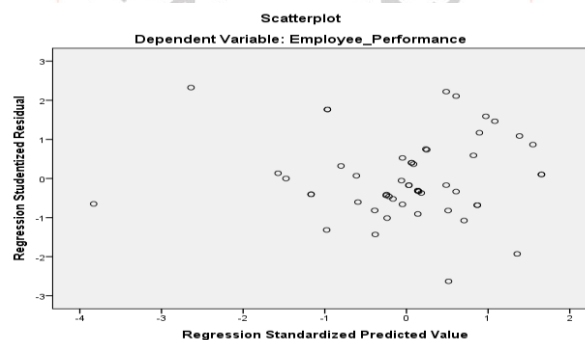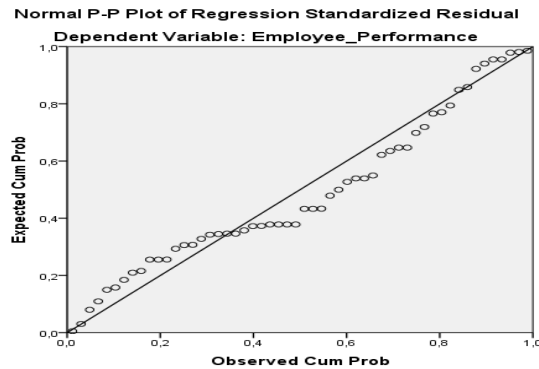
Heterocedasticity

Figure 2.Heterocedasticity
Source: SPPS Output, 2016

Figure 2 shown that the pattern of the dots is spreading and do not clear pattern, and the dots is spreading above and below 0 (zero) in the Y and this is proved that the model is free from heteroscedasticity.

Normality

Figure 3.Normality
Source: SPSS Output, 2016

Figure 3 show the data represented by the dots are spreading near and follow the direction of diagonal line. This proves that regression model of the influence of Emotional Intelligence (X_1), Employee Development (X_2) and Workplace Environment (X_3) on Employee Performance (Y) fulfills the condition and passed the normality test.

Multiple Regression Analysis

Table 2.Multiple Regression Analysis

		Coefficients[a]				
		Unstandardized Coefficients		Standardized Coefficient		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,132	,333		3,403	,001
	Emotional Intelligence	,213	,094	,265	2,260	,028
	Employee Development	,411	,099	,499	4,170	,000
	Workplace Environment	,120	,105	,137	1,139	,260

a. Dependent Variable: Employee Performance
Source: SPSS Output, 2016

Recall that the Multiple Linear Regression model is used to determine the effect of several independent variables on a dependent variable. The computation was done by using SPSS 21 software. The computerized calculation ensures the accuracy of the analysis. From the result in the table above, the model define as:

$$Y= 1.132 + 0.213 \ X_1 + 0.411 \ X_2 + 0.120 \ X_3$$

Multiple Coefficient and Correlation Determination

Table 3.Multiple Regression Coefficients Of Correlation

			Model Summary[b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,798[a]	,636	,614	,34007	2,071

a. Predictors: (Constant), Workplace Environment, Emotional Intelligence, Employee Development

b. Dependent Variable: Employee Performance
Source: SPSS Output, 2016

The interpretation of coefficient correlation (R) that shown on Table 4.4, means there is significant relationship between the three independent variables with dependent variable. It is because value of R is 0.798 which is proved that the relationship among variable independents and dependent is very strong. In other words, Emotional Intelligence, Employee Development, and Workplace Environment as independent variables and Employee Performance as dependent variable have a positive relationship.

Hypothesis Testing

F-Test

F-Test is any statistical test intended to determine whether the independent variables simultaneously influence the dependent variable. This test is done by comparing the F_{count} with F_{table}. If $F_{count} > F_{table}$ as confidence level of 95% $\alpha = 0.05$).

Table 4.F-test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10,111	3	3,370	29,142	,000[b]
	Residual	5,783	50	,116		
	Total	15,893	53			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Workplace Environment, Emotional Intelligence, Employee Development
   Source: SPSS Output, 2016

From the F-test, by using the significant value of 0.05 ($\alpha = 0.05$), the calculated value of F_{count} is greater than the F_{table} (29,142 > 2,790). Since the F_{count} is greater than F_{table}, H_0 is rejected and H_1 is accepted. It means that the independent variables significantly affect the dependent variable simultaneously. Therefore, hypothesis is accepted.

T-test

T-Test is any statistical test intended to determine the partial effect of each independent variable (X) to dependent variable (Y).

Table 5.T-test

		Unstandardized Coefficients		Standardized Coefficient		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	1,132	,333		3,403	,001
	Emotional Intelligence	,213	,094	,265	2,260	,028
	Employee Development	,411	,099	,499	4,170	,000
	Workplace Environment	,120	,105	,137	1,139	,260

a. Dependent Variable: Employee Performance
   Source: Source: SPSS Output, 2016

1. Table 5 shows that T_{count} for Emotional Intelligence (X_1) is 2,260. Value on T_{table} use for comparison is found at the level of significance of 0.05, which is at the value of $T_{table} = 1,675$. The result for Emotional Intelligence (X_1) is $T_{count} = 2,260 > T_{table} = 1,675$ meaning that H_0 is rejected and H_a is accepted. The result of this test can be used to declare that Emotional Intelligence (X_1) has significant partial influence the Employee Performance (Y).
2. Table 5 shows that T_{count} for Employee Development (X_2) is 4,170. Value on T_{table} use for comparison is found at the level of significance of 0.05, which is at the value of $T_{table} = 1,675$. The result for Employee Development (X_2) is $T_{count} = 4,170 > T_{table} = 1,675$ meaning that H_0 is rejected and H_a is accepted. The result of this test can be used to declare that Employee Development (X_2) has significant partial influence the Employee Performance (Y).
3. Table 5 shows that T_{count} for Workplace Environment (X_3) is 1,139. Value on T_{table} used for comparison is found at the level of significance of 0.00 which is at the value of $T_{table} = 1,675$. The result of Workplace Environment (X_3) is $T_{count} = 1,139 < T_{table} = 1,675$ meaning that H_0 is accepted and H_a is rejected. The result of this test can be used to declare that Workplace Environment (X_3) has no significant partial influence the Employee Performance (Y).

Discussion

Human resources become a critical factor from company to be success because people have an important role in every activity of the company. In order to reach the goals of the company, all the leaders need to manage their employee to do their work well. Researching employee performance is highly demanded and important because it gives the ability to properly gauge worker efficiency, determine how to properly compensate your workforce and improve your workplace's overall productivity. This study has been conducted to know the influence of emotional intelligence, employee development, and workplace environment on employee performance at PT. Garuda Indonesia (Persero) Tbk. Branch Office Manado.

In this research, data was collected from 54 respondents that were categorized by gender, age, and educational background. The data was taken from respondents in PT. Garuda Indonesia (Persero) Tbk. Branch Office Manado. From the questionnaires, it was found that the employees of PT. Garuda Indonesia (Persero) Tbk. Branch Office Manado are 50% male, and 50% female. Researcher also found from the questionnaires that the most of employees at PT. Garuda Indonesia (Persero) Tbk. Branch Office Manado as the respondents were 26-30 years old, and the most educational background of the employees is S1, can be said that their capability of work is relatively high.

The Multiple Regression Method procedures must to divide the variables into two variables which are dependent and independent variable. In order to get an accurate result from Multiple Regression Method this is the purpose of this research, Employee Performance as dependent variable to be measured by independents variable which are Emotional Intelligence, Employee Development and Workplace Environment. Based on the result, Emotional Intelligence has a significant influence on Employee Performance. Cote and Miners (2011) said, "it because organization require interpersonal interaction to accomplish goals, and also because most of jobs require the ability to manage emotions. Thus, it is perhaps not surprising that empirical research has established a relationship between emotional intelligence and work performance".

Employee Development has a significant influence on Employee Performance. This research support the statement by Elena (2000) said, "Employee development activities are very important for the employees, as the activities are performed, it indicates that organization cares about their employees and wants them to develop". Workplace Environment has no significant influence on Employee Performance. Musriha (2011) said, when the target volume determined by the company has not been reached, the employees would increase their performance without paying attention to work environmental condition. However, the company does not overlook workplace environment condition, as the good work environment will improve employee performance.

CONCLUSIONS AND RECOMMENDATION

Conclusions

There are four constructive findings that can be concluded from the overall result in this research, which are listed as follow:

1. Emotional Intelligence, Employee Development, and Workplace Environment simultaneously and significantly influence the Employee Performance at PT. Garuda Indonesia (Persero) Tbk. Branch office Manado.
2. Emotional Intelligence partially and significantly influence to Employee Performance at PT. Garuda Indonesia (Persero) Tbk. Branch office Manado.
3. Employee Development partially and significantly influence to Employee Performance at PT. Garuda Indonesia (Persero) Tbk. Branch office Manado.
4. Workplace Environment partially and not significantly influence to Employee performance at PT. Garuda Indonesia (Persero) Tbk. Branch office Manado.

Recommendation

This thesis was done with hope that it can be a contribution. The following are recommendations as input that hopefully can be useful as suggestion. There are three practical recommendations that can be concluded from overall result in this research, which are listed as follow:

1. The management of PT. Garuda Indonesia (Persero) Tbk. Branch office Manado must consider about the importance of the effect of emotional intelligence, employee development, and workplace environment in the company. Because according to the result of this study, those three factors have an influence through the employee performance.
2. The management of PT. Garuda Indonesia (Persero) Tbk. Branch office Manado must give some attention for those employees who had trouble and pressure on their work or life that make them hard to control their emotion while working.
3. Based on the result, employee development influenced the employee performance. So, PT. Garuda Indonesia (Persero) Tbk. Branch office Manado should make more activities to improve the employee's skill and knowledge.

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