

## The Role of Competence, Work Environment, and Emotional Intelligence to Influence Employee Performance in an Indonesian Regional Civil Service Agency

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### ABSTRACT

**Purpose** – This study aims to determine the effect of competence, work environment, and emotional intelligence on employee performance.

**Methodology/approach** – The research design is causal quantitative with SEM PLS data analysis method using the SmartPLS 3.0 application with the population being employees of one of regional civil service agencies in Indonesia and a sample of 184 employees using purposive sampling in determining sample.

**Findings** – From this study, positive and significant effect given by competence, work environment, and emotional intelligence on employee performance. Several indicators that have the greatest influence on the variables studied include accuracy, teamwork, and emotional control so that these indicators can be reviewed for improvements to increase performance.

**Novelty/value** – This research has contributed to the development of existing research construct models. This study further strengthens the influence of the variables of competence, work environment, and emotional intelligence on employee performance and answers the previous research gap. there are indications of other variables that can affect employee performance and this is an opportunity that can be taken for further research.

**Keywords:** Competence, Work Environment, Emotional Intelligence, Employee Performance

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### INTRODUCTION

Human Resources in the ebb and flow of globalization are the main drivers in the turn of events and the progress of an organization or office. In order to support the development of existing organizations, contributions in the form of excellent performance from employees are needed. As one of the Employment Agencies in Indonesia, the Regional Personnel Agency of DKI Jakarta Province still has employee performance targets that are below the standard, the agency targets that 90% of employees must have a performance score in the "Good" category which is equivalent to a minimum

score of 70, but The phenomenon is that employees who meet the target are still found to be around 83%. so this needs to be studied further what can affect this phenomenon.

From the pre-research conducted there are indications of employee competency problems such as lack of ability to solve problems properly, operating tools that are still not good, communication awkwardness, not doing work according to SOP, knowledge that is still not "excellent", and has not maximized discussion well with collaborators to complete the work. In the Law on state civil apparatus, it has been stated that every employee has the same right to develop their competence. The consequence is that every government organization is obliged to develop competency development programs and activities for its employees. In return, employees whose competencies are developed are required to provide the best competencies, initiative, motivation and willingness to assume various roles and responsibilities within the organization. In addition, pre-research was also conducted on issues of the work environment, and it was found that there were distractions in the work environment and a workplace with rigid bureaucracy. Pre-research was also carried out to identify employee emotional intelligence problems, this is because the implementation of Government Regulation Number 53 of 2010 concerning Discipline Regulations for Civil Servants has not been maximized. Public demands for clean and good governance need to be addressed by the state civil apparatus by changing mindsets and behavior patterns that are supported by qualified emotional intelligence, as well as improving performance. Pre-research conducted that the lack of empathy shown is no significant help felt and the difficulty of adapting.

Saputra & Mulia (2020) and Nurgunawan & Muhsid (2018) in their research stated that the work competence variable had a positive influence on employee performance and the work environment variable had a positive influence on employee performance. Then in Mulyasari's research (2018), it shows that emotional intelligence has a positive and significant effect on employee performance and competence has a positive and significant effect on employee performance. However, the research by Basori, Prahawati, & Kamsin (2017) shows that the work competence variable has a negative and insignificant effect on performance and the work environment variable has a negative and insignificant effect on performance. Furthermore, in the research of Yani & Istiqomah (2016), emotional intelligence has no effect on performance. So from the research that has been done there are differences in views or called research gaps.

Based on the background of the problem, the formulation of the problem in this study is whether work competence, work environment, and emotional intelligence have a positive and significant effect on employee performance at the Regional Personnel Agency of DKI Jakarta Province. With the hope of being able to contribute in the form of suggestions and input materials for making policies or regulations related to the influence of work competence, work environment, emotional intelligence on the performance of employees at the Regional Civil Service Agency of DKI Jakarta Province, so as to improve employee performance. And is expected to make a special contribution to the field of work competence, work environment, emotional intelligence and performance and in general to the field of Human Resource Management. And for further research. As a comparison and reference material in conducting research with the same object or problem in the future, as well as by advanced researchers.

## LITERATURE REVIEW

### Competency

Sutrisno (2016) defines competence as an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the work requirements set. Competence can also be defined as something that underlies the characteristics of an individual associated with the results obtained in a job. Civil servants are required to have

professionalism that is supported by the ability, knowledge, skills, global insight, and have high competence (Komara, 2019). The competence of the Civil Servant is regulated in the Regulation by the Minister of Empowerment of State Apparatus and Bureaucratic Reform the Republic of Indonesia Number 38 of 2017, in which it is explained that Competence is a description of the knowledge, skills and behavior required by a State Civil Apparatus in carrying out office duties. The competencies that must be possessed include technical, managerial, and socio-cultural competencies. Dimensions of competence according to Hutapea in Ernawati (2019) are knowledge, skills, and attitude.

### **Work Environment**

The work environment is the space that is created when doing work and achieving results that have an impact on individual well-being. Environmental interactions determine the psychological and social dimensions of the environment, which then influence how a person behaves in that environment (Donley, 2021). The work environment is an inseparable part of the type and location of work where individual employees are and have activities. Therefore, the work environment needs to get very serious and main attention because it is a second home after residence (Subari & Haryono, 2008). The work environment according to Sedarmayanti (2013) is a place where there are a number of groups in which there are several supporting facilities to achieve company goals according to the company's vision and mission. According to Sedarmayanti (2013) states that broadly speaking, the type of work environment is divided by physical work environment, and non-physical work environment.

### **Emotional Intelligent**

According to Robbins S. (2015) Emotional intelligence (Emotional Intelligence) is a person's ability to detect and manage emotional cues and information. According to Suharsono (2016) emotional intelligence is the ability to see, observe, recognize, and even question oneself. Emotional intelligence not only serves to control oneself, but more than that it also reflects the ability to manage ideas, concepts, works or products, so that it becomes the interest of many people. According to Goleman (2015) emotional intelligence is divided into several dimensions that serve as guidelines in achieving success in everyday life, namely: Recognizing self-emotions, Managing emotions, Motivate yourself, Build relationships with other people.

### **Employee Performance**

According to Sinambela (2018), performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. Widodo (2015) said that "performance is influenced by the quality and ability of employees, matters related to education/training, work ethic, work motivation, mental attitude, and physical condition of employees. Supporting facilities, namely matters relating to the work environment (occupational safety, occupational health, production facilities, technology) and matters relating to employee welfare".

Performance Indicators according to Mangkunegara (2014) and stated in the SKP are Quality of Work, how well an employee does what should be done, the indicators are work volume, work targets, and on time.

## **METHOD**

The research design used in this study is a research design with quantitative causal methods. Quantitative causal research is research that connects two or more variables which aims to determine the effect or relationship of these variables. Construct measurement developed by: Competency refers to Hutapea's theory (Ernawati, 2019). Work Environment refers to Sedarmiyati's theory (2013). Emotional Intelligent refers to Goleman's theory (2015). Employee Performance refers to Mangkunegara's theory (2015). Sampling method used is purposive sampling. Target for this survey are only Civil Servants in the Regional Personnel Agency of DKI Jakarta Province. Sample size in this study refers to the Slovin formula, with population are 274 employees. According to the Slovin formula, the minimum sample that must be collected is 163 responses. Moreover, for this study, 184

respondents were collected. In this research, primary data uses a survey method by distributing questionnaires to Civil Servants in the Regional Personnel Agency of DKI Jakarta Province. The questionnaire data uses a Likert Scale with five levels of answers, namely 5: Strongly Agree, 4: Agree, 3: Neutral, 2: Disagree, and 1: Strongly Disagree (Sekaran & Bougie, 2016). Meanwhile, secondary data is from the company's internal data and other reference books and journals.

## RESULT AND DISCUSSION

### Characteristics of the Respondents

Respondents in this study have the characteristics of the majority of men aged 25-50 years, bachelor graduates, with a working period of 6-10 years. fully explained in the following table

Table 1. Respondents Characteristics

Item		Frequency	%	Item		Frequency	%
Gender	Male	118	64,13	Educational Level	High School	24	13,04
	Female	66	35,87		Diploma	25	13,59
Age	< 25 y.o	16	8,70		Bachelor	105	57,07
	26 – 50 y.o	136	73,91		Master	30	16,30
	> 50 y.o	32	17,39	Period	1 – 5 y.o	40	21,74
					6 – 10 y.o	116	763,04
					> 10 y.o	28	15,22

Source: Author Contribution (2022)

The data analysis method used is SEM PLS with the help of the SmartPLS 3.0 software to prove the formed hypothesis with the analysis stages, namely Outer Model & Inner Model Evaluation.

### Outer Model Evaluation

Outer Analysis This research model tests the validity and reliability through tests of convergent validity, discriminant validity, calculation of composite reliability and Cronbach's alpha values.

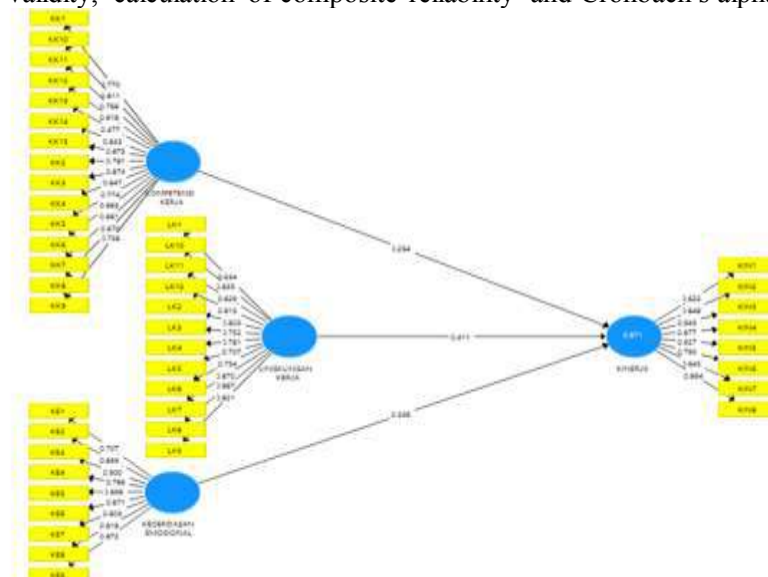


Figure 1. 1st Loading Factor Result

First, the convergent validity test with the loading factor test, standard loading factor value is  $> 0.70$  (Ghozali, 2015). Besides that, convergent validity can also be seen from the AVE (Average Variance Extracted) value with good value criteria above 0.5 (Ghozali, 2015). The picture above shows several

items whose value is still below 0.70 such as KK8, KK12, KK13, LK1, LK11, & KIN1, OCB14, and KS6. So the item is eliminated. After that, the results of the loading factor and AVE as shown in the following figure and table.

Table 2. Final Loading Factor & AVE Result

Latent Variable	Manifest Variable	Loading Factor	AVE	Result
Competency	KK1	0.750	0.675	Valid
	KK2	0.778		Valid
	KK3	0.859		Valid
	KK4	0.855		Valid
	KK5	0.770		Valid
	KK6	0.862		Valid
	KK7	0.875		Valid
	KK9	0.760		Valid
	KK10	0.842		Valid
	KK11	0.767		Valid
	KK14	0.844		Valid
Work Environment	KK15	0.881	0.656	Valid
	LK2	0.798		Valid
	LK3	0.766		Valid
	LK4	0.819		Valid
	LK5	0.713		Valid
	LK6	0.779		Valid
	LK7	0.884		Valid
	LK8	0.883		Valid
	LK9	0.813		Valid
	LK10	0.893		Valid
	LK12	0.799		Valid
Emotional Intelligent	KE1	0.708	0.709	Valid
	KE2	0.898		Valid
	KE3	0.899		Valid
	KE4	0.789		Valid
	KE5	0.899		Valid
	KE6	0.872		Valid
	KE7	0.802		Valid
	KE8	0.817		Valid
	KE9	0.872		Valid
Employee Performance	KIN2	0.855	0.800	Valid
	KIN3	0.949		Valid
	KIN4	0.876		Valid
	KIN5	0.928		Valid
	KIN6	0.790		Valid
	KIN7	0.946		Valid
	KIN8	0.905		Valid

The discriminant validity test is seen from the cross loading. Here are the results

Table 3. Cross Loading

	Competency	Work Environment	Emotional Intelligent	Employee Performance
KK1	0.750	0.473	0.673	0.610
KK2	0.778	0.468	0.612	0.621
KK3	0.859	0.654	0.748	0.694
KK4	0.855	0.669	0.714	0.806
KK5	0.770	0.443	0.751	0.598
KK6	0.862	0.671	0.769	0.754
KK7	0.875	0.633	0.783	0.756
KK9	0.760	0.625	0.601	0.637
KK10	0.842	0.655	0.703	0.764
KK11	0.767	0.451	0.749	0.583

KK14	0.844	0.717	0.739	0.794
KK15	0.881	0.782	0.813	0.894
LK2	0.456	0.798	0.496	0.573
LK3	0.588	0.766	0.561	0.582
LK4	0.386	0.819	0.466	0.503
LK5	0.412	0.713	0.491	0.465
LK6	0.468	0.779	0.514	0.597
LK7	0.671	0.884	0.645	0.750
LK8	0.712	0.883	0.690	0.781
LK9	0.718	0.813	0.675	0.787
LK10	0.689	0.833	0.703	0.759
LK12	0.747	0.799	0.697	0.805
KE1	0.691	0.526	0.708	0.565
KE2	0.784	0.733	0.898	0.794
KE3	0.780	0.716	0.899	0.760
KE4	0.644	0.467	0.789	0.611
KE5	0.748	0.671	0.899	0.741
KE6	0.769	0.655	0.872	0.776
KE7	0.580	0.535	0.802	0.645
KE8	0.798	0.577	0.817	0.748
KE9	0.826	0.731	0.872	0.867
KIN2	0.826	0.754	0.754	0.855
KIN3	0.836	0.729	0.868	0.949
KIN4	0.723	0.723	0.801	0.876
KIN5	0.789	0.779	0.822	0.928
KIN6	0.685	0.630	0.675	0.790
KIN7	0.798	0.839	0.760	0.946
KIN8	0.804	0.781	0.743	0.905

The table above shows that all indicators in this study are valid.

The reliability test measured from composite reliability and Cronbach's alpha with role of thumb 0.7 (for composite reliability) and 0.6 (for Cronbach's alpha) (Ghozali, 2015). The results are as follows.

Table 4. Cronbach's Alpha & Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Competency	0.956	0.961
Work Environment	0.942	0.950
Emotional Intelligent	0.948	0.956
Employee Performance	0.958	0.965

The results of the composite reliability and Cronbach's alpha measurements shown in the table above state the reliability of this study meets the standard and is of high value.

### Inner Model Evaluation

In testing the relationship between latent variables through path coefficients as well as measuring R<sup>2</sup> and testing the hypothetical relationship, the inner model test was carried out. 3 categories of R<sup>2</sup> values, 0.67 (strong structure model), 0.33 (moderate structure model) and 0.19 (weak structural model) (Ghozali, 2015).

Table 5. R<sup>2</sup> Test

Variable	R <sup>2</sup>	Result
Employee Performance	0.860	Strong

Furthermore, the significance t-test of the structural path can be calculated using the bootstrapping method, which is a process to assess the level of significance or probability of direct and indirect effects. The path coefficient and specific indirect effect based on bootstrapping results from this study are as follows

Table 6. Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	T Table	P Values	Result
Competency -> Employee Performance	0.350	0.357	0.070	4.982	1.645	0.000	Accepted
Work Environment -> Employee Performance	0.358	0.356	0.058	6.149	1.645	0.000	Accepted
Emotional Intelligent -> Employee Performance	0.293	0.288	0.060	4.900	1.645	0.000	Accepted

## Discussion & Implication

Hypothesis testing in this study uses the t-value compared to the t-table.

First, H1 is accepted. Which means that competence has a positive and significant effect on performance. The thing that affects the most is the accuracy of the employees. The relationship between the competencies possessed by an employee and performance is very close and very important, the relevance is there and is strong and accurate, even if employees want to improve their performance they should have competencies that are in accordance with their job duties. Competence can cause or be used to predict the performance of a respondent, meaning that if an employee has high competence, he will have high performance as well. Human resources are the basic capital in the national development process, therefore the quality of human resources must always be developed and directed in order to achieve the expected goals. Karo (2021) in his research states that work competence has a positive and significant effect on employee performance. According to Alfian & Wulansari (2017), organizational goals can be achieved optimally because of the existence of human resources who have good performance. One of the factors that influence employee performance is competence and the results of his research state that competence has a significant and positive impact on employee performance. The relationship between work competence and performance is strengthened by research conducted by Nurgunawan & Muhsid (2018), Mulyasari (2018), Yusuf & Sulistyowati (2018).

Then, H2 is accepted which means that the work environment has a positive and significant effect on performance. The most influential thing is teamwork. The work environment in an agency can affect the performance of the employees themselves. If employees feel comfortable with their work environment, their performance will increase, so employees can be more enthusiastic about work and ultimately increase work productivity. The hope is that every company or agency builds a pleasant work environment so that every employee who works at the agency or company loves his job and is happy to do his job so that he can finally work at an optimal level, thereby increasing employee performance and ultimately increasing work productivity. Employee performance is very important to improve the company's progress. Siagian et al (2018) examined the effect of financial compensation, work environment and family environment, and the result is that the work environment is dominant and significant on employee performance. Saputra & Mulia (2021) in their research which has one goal to determine the significance of the influence of the work environment on employee performance, the results show that the work environment has a positive effect on employee performance. The relationship between the work environment and performance is strengthened by research conducted by Permatasari (2016); Park & Park (2019)

Finally, H3 is accepted, which means that emotional intelligence has a positive and significant effect on performance. The ability to know how to express self-emotions and positive motivation has the greatest influence. In carrying out their duties, every day employees are faced with alternating workloads and everything must be done according to targets, often this can cause emotions to become unstable and become less enthusiastic in completing work. In this case, emotional control is needed to be able to perform high. So that with the good emotional intelligence possessed by every employee in the Regional Personnel Agency of DKI Jakarta Province, employee performance can also increase. In



Rexhepi & Berisha's research (2017) which aims to identify the effect of emotional intelligence on employee performance in the workplace, it is found that success at work and overall performance does not only depend on professional knowledge and IQ levels of employees and managers, but also has a very strong impact on employees. important is to have a level of emotional intelligence. Radha & Shree (2017) state that in every organization employee performance is a very important part which in employee success leads to organizational success; this can be achieved because of emotional intelligence. His research concludes that emotional intelligence is the main factor that affects employee performance. The relationship of emotional intelligence to performance is strengthened by research conducted by Park & Park (2019); Tih & Hamid (2021)

## CONCLUSION

Based on the research and discussion results, it can be concluded that competence has a positive and significant effect on employee performance, with the attitude dimension represented by the statement "trying to be careful in carrying out work" having the greatest influence. Work environment also has a positive and significant effect on employee performance, with a non-physical environment dimension represented by the statement "can work together with the work team in carrying out work." have the most influence. And finally, emotional Intelligence has a positive and significant effect on employee performance, with the dimensions of recognizing one's emotions represented by the statements "knowing how to express emotions" and "can motivate myself to always excel" having the greatest influence. The relationship between the constructs that exist in this study and the path formed from this research can be further developed in future studies related to the relationship between competence, work environment, and emotional intelligence on performance. The existence of a positive and significant influence created from this research model suggests that there are other possibilities for behavioral, attitude, system and technical variables, as well as other working conditions that have an impact on performance.

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