THE INFLUENCE OF COMPETENCE, ENVIRONMENT AND WORK MOTIVATION ON THE PERFORMANCE OF EMPLOYEES PT PLN (PERSERO) UNIT INDUK PEMBANGUNAN SUMATERA BAGIAN UTARA

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Abstract

Professional and qualified employees will form high performance, both individually and in groups so that it has an impact on the effectiveness of the organization as a whole. The problem is how to create employees who can produce optimal performance so that organizational goals can be achieved. This study aims to determine the effect of employee competence, environment, and work motivation on employee performance at PT PLN (Persero) North Sumatra Main Development Unit. To determine the effect of employee competence, environment, and work motivation on the performance of employees of PT PLN (Persero) North Sumatra Development Main Unit, the population of this study was all employees of PT PLN (Persero) North Sumatra Main Development Unit, totaling 241 people while the sample was 150 people. Given the characteristics of employees who tend to be uniform, the sampling is done by random sampling method. The test results show that there is a positive and significant effect of competence, environment, and work motivation on employee performance. There is a positive and significant influence on employee performance, it means that competence, environment, and work motivation have an influence on employee performance both simultaneously and partially.

Keywords**: *Employee Performance, Competence, Work Environment, Work Motivation.***

1. INTRODUCTION

In essence human activity in general is managing (managing), to manage here requires art, how to work and cooperate with others to achieve goals (Mulyadi, 2015). Managing HR (Human Resources) properly is the key to the success of a company as an organization in achieving its stated goals because human resources are the most important factor in an organization. Every organization must always improve the quality of existing human resources so that performance can be achieved well.

Improving the quality of Human Resources is also one way to make employees more focused on achieving organizational goals. Problems regarding employees are issues that must always be considered by organizations because quality and quantity can be affected so that they can face the competition of the times. Therefore, in order to achieve organizational goals properly, quality human resources (employees) are needed.

In order to improve employee performance, factors that need to be considered are competence, environment, and work motivation possessed by employees. Competence is the ability to carry out and carry out work or tasks based on knowledge and skills that are supported by the work attitude demanded by the job. Competence is also a person's ability to produce work at a maximum level and includes the ability to apply skills and knowledge. The competence possessed by an employee to carry out his work and duties is very important so that the responsibilities in carrying out tasks can be fulfilled. Competence relates to what is always done by employees at work and at various levels and standards for each level, identifying the characteristics, knowledge

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and skills needed by employees to carry out their duties and responsibilities effectively so that professional quality standards at work can be achieved. The work environment of employees here includes work relations between employees, relations with leaders, temperature and work environment, lighting, and so on. This is very important to get the attention of the company because often employees are reluctant to work because there is no cohesiveness in the work group or an unpleasant work space, this will interfere with the work of employees. In addition, organizational leaders also need to know the work motivation of organizational members (employees). By knowing this motivation, leaders can encourage employees to work better. The standards in question are all aspects of performance management reports, certain skills and knowledge, attitudes, communication, application and development.

In carrying out their work, employees produce something called performance. Performance is the result of work produced by employees or real behavior that is displayed according to their role in the organization (Hariandja, 2009). The company as an organization has a goal of making a profit. Organizations can operate because of activities or activities carried out by employees in the organization. Because by increasing employee performance, organizational performance will automatically increase.

PT PLN (Persero) North Sumatra Development Main Unit is a work unit of PLN (Persero) which is engaged in the Development (Construction) of Mains Substations, Transmission Networks, and Power Plants in the North Sumatra and Aceh regions that are committed to fulfilling the wishes and requirements of customers and stakeholders. The main products of PT PLN (Persero) North Sumatra Development Main Unit are construction control services and management of the construction of substations, transmission networks and power plants in their working areas.

Based on the researcher's survey of 30 employees by looking at the working conditions that occurred and by conducting in-depth interviews with several clients of PT PLN (Persero) Main Unit for North Sumatra Development, namely PT PLN (Persero) Main Unit for Distribution and Control of Sumatra Loads and PT PLN (Persero) North Sumatra Generation Main Unit related to the performance of employees, it is suspected that there is an indication of low performance which can result from delays in the completion of Key Performance Indicators and Performance Indicators PT PLN (Persero) North Sumatra Development Main Unit.

2. IMPLEMENTATION METHOD

This type of research is quantitative correlational research. The population in this study were all employees of PT PLN (Persero) Main Unit Development of North Sumatra, totaling 241 people until the research was carried out. Given the relatively large number of population (> 100), the determination of the sample in this study used the slovin sample method with an error rate of 5% (e). The sample in this study was 150 employees. Sampling in this study using random sampling technique. Data collection methods were carried out in several ways including questionnaires, documentation and observation. Testing is done by testing the validity, reliability, classic assumption test, partial and simultaneous testing.

Table 1 Variable Operationalization

Variable	Operational definition	Dimensions	Indicator	Measure Scale
Competency (X1)	The ability to carry out or carry out a job by employees of PT PLN (Persero) North Sumatra Development Main Unit which is based on the skills and knowledge and work attitude required by the job.	Knowledge	1. Motivated to keep learning 2. Share knowledge often	Likert
		understanding	1. Understand all the main duties and functions as an employee 2. Understand organizational goals	
		Skills	1. Have the skills the organization needs 2. Has troubleshooting	
Work Environment (X2)	Everything that is around the employee at work, either physical or non-physical, directly or indirectly, which can affect him and his work	Physique	1. air circulation 2. Noise 3. Mechanical vibration 4. Lighting 5. smells	Likert
		Non physical	1. Relations with superiors 2. Relations with colleagues 3. Relations with subordinates	
Work Motivation (X3)	Providing driving force that creates enthusiasm for one's work so that they are able to work together, work effectively and with integrity with all their efforts to achieve satisfaction. Motivation is something that is the main thing that encourages someone to work.	Internal	1. Award 2. Confession 3. Safe conditions 4. Power 5. Harmonious relationship	Likert
		external	1. Compensation 2. Supervision 3. Job guarantee 4. Job status 5. Responsibility 6. Flexible rules	
Performance (Y)	Qualitative and quantitative work results achieved by employees in accordance with the responsibilities given by PT PLN (Persero) North Sumatra Development Main Unit	Work Goals	1. Quantity 2. Quality 3. Time 4. Cost	Likert
		Quantity	1. Integrity Service Orientation 2. work behavior 3. Work discipline 4. Cooperation 5. Leadership	

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3. RESULTS AND DISCUSSION
3.1 Validity Test

Table 2 Validity Test Results

No.	Variable	Instrument	*Pearson Correlation*	R Table	Information
1.	Competency (X1)	X1.1	.826**	0.1603	Valid
		X1.2	.814**	0.1603	Valid
		X1.3	.756**	0.1603	Valid
		X1.4	.737**	0.1603	Valid
		X1.5	.836**	0.1603	Valid
		X1.6	.749**	0.1603	Valid
		X1.7	.707**	0.1603	Valid
		X1.8	.770**	0.1603	Valid
2.	Work Environment (X2)	X2.1	.723**	0.1603	Valid
		X2.2	.772**	0.1603	Valid
		X2.3	.787**	0.1603	Valid
		X2.4	.822**	0.1603	Valid
		X2.5	.858**	0.1603	Valid
		X2.6	.741**	0.1603	Valid
		X2.7	.658**	0.1603	Valid
		X2.8	.547**	0.1603	Valid
3.	Work Motivation (X3)	X3.1	.751**	0.1603	Valid
		X3.2	.827**	0.1603	Valid
		X3.3	.772**	0.1603	Valid
		X3.4	.787**	0.1603	Valid
		X3.5	.805**	0.1603	Valid
		X3.6	.712**	0.1603	Valid
		X3.7	.847**	0.1603	Valid
		X3.8	.829**	0.1603	Valid
4.	Employee Performance (Y)	Y. 1	.857**	0.1603	Valid
		Y.2	.825**	0.1603	Valid
		Y.3	.877**	0.1603	Valid
		Y.4	.792**	0.1603	Valid
		Y.5	.889**	0.1603	Valid
		Y.6	.886**	0.1603	Valid
		Y.7	.838**	0.1603	Valid
		Y. 8	.886**	0.1603	Valid

(Source: SPSS Data Processing, 2022)

It can be concluded in table 4.2 that all research variable instruments in the form of competence, work environment, and work motivation have fulfilled the validity test requirements where the total Pearson Correlation score for each instrument is above the R table, so the instrument is suitable to be used as a measuring tool for variables these variables.

3.2 Reliability Test

Table 3 Reliability Test

No.	Variable	*Cronbach's Alpha*	Information
1.	Competency (X1)	,905	Reliable
2.	Work Environment (X2)	,881	Reliable

3.	Work Motivation (X3)	,911	Reliable
4.	Employee Performance (Y)	,946	Reliable

(Source: SPSS Data Processing, 2022)

Table 3 shows the reliability test for each variable at a point above 0.60 which is shown in the results of Cronbach's Alpha, so it can be said that all instruments have fulfilled the reliability requirements.

3.3 Normality Test

Table 4 Kolmogrov Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		150
Normal Parameters, b	Means	.0000000
	std. Deviation	2.12687885
Most Extreme Differences	absolute	.144
	Positive	.144
	Negative	-.136
Test Statistics		.144
asymp. Sig. (2-tailed)		.481c

The results of the Normality test in Table 4 show the result that the probability value of each variable is ≥ 0.05, so it meets the normality requirements.

3.4 Heteroscedasticity Test

Table 5 Heteroscedasticity Test of the Glejser Method

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	,775	,397		1,952	.053
	X1	,010	,015	.076	,664	,508
	X2	-.020	,014	-,172	-1,422	, 157
	X3	-,013	,016	-,113	-,830	,408

(Source: SPSS Data Processing, 2022)

The results of the heteroscedasticity test in table 5 show that the prob value of each variable is ≥ 0.05, so there are no symptoms of heteroscedasticity in the residuals.

3.5 Autocorrelation Test

Table 6 Autocorrelation Test with Durbin Watson

Summary modelb

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.837a	,701	,695	2.14862	2,031

(Source: SPSS Data Processing, 2022)

Based on table 6 the value of the Durbin-Watson statistics shows the number 2.031. Because the Durbin-Watson value is greater than one, namely $1 < 2.031 < 3$, the model does not experience autocorrelation symptoms.

3.6 Muticolinearity Test

Table 7 Muticolinearity Test with Correlation

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	std. Error	Betas			tolerance	VIF
1	(Constant)	,188	1,938		,097	,923		

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X1	,367	,074	,317	4,971	,000	,503	1,990
X2	,297	,068	,295	4,341	,000	,443	2,255
X3	,343	,078	,333	4,376	,000	,353	2,830

(Source: SPSS Data Processing, 2022)

The research model does not experience symptoms of multicollinearity if the tolerance value is greater than 0.10 and the VIF value is less than 10.00. So it can be seen in Table 4.6 that the tolerance value is greater than 0.10 and VIF is less than 10.00, the independent variables in the study fulfill the absence of multicollinearity symptoms.

3.7 Results of Respondents' Descriptive Analysis

Table 8 Gender

Category	frequency	percent
Man	126	84.0
Woman	24	16.0
Total	150	100.0

The number of male respondents was 126 people or 84%, while the number of female respondents was 24 people or 16%.

Table 9 Last Education

Category	frequency	percent
D3	30	20.0
S1/equivalent	105	70.0
S2	9	6.0
SMA/Equivalent	6	4.0
Total	150	100.0

The highest number of respondents with the most recent education was S1/equivalent, namely 105 people or 70%, respondents with the last education D3 were 30 people or 20%, respondents with the last education S2 were 9 people or 6%, while respondents with the last education SMA/equivalent were 6 people or 4%.

Table 10 Work Experience

Category	frequency	percent
1-10	89	59,3
11-20	47	31,3
21-30	14	9,3
Total	150	100

The number of respondents with work experience of 1-10 years was 89 people or 59.3%, respondents with work experience of 11-20 years were 47 people or 31.3%, while respondents with work experience of 21-30 years were 14 people or 9, 3%.

Table 11 Marital Status

Category	frequency	percent
Not married yet	22	14,7
Marry	128	85,3
Total	150	100.0

The number of unmarried respondents was 22 people or 14.7%, while the number of respondents who were married was 128 people or 85.3%.

3.8 Results of Descriptive Analysis of Competency Variables

Table 12 Results of Competency Variable Descriptive Analysis

No	Statement	Tabulation of Respondents' Answers to Competency Variables									
		SS		S		KS		TS		STS	
		f	%	f	%	f	%	f	%	f	%
1	X1.1	63	42.0	80	53,3	7	4,7	0	0	0	0

2	X1.2	69	46.0	76	50,7	5	3,3	0	0	0	0
3	X1.3	75	50.0	75	50.0	0	0	0	0	0	0
4	X1.4	79	52,7	69	46.0	2	1,3	0	0	0	0
5	X1.5	67	44,7	80	53,3	3	2.0	0	0	0	0
6	X1.6	45	30.0	96	64.0	9	6.0	0	0	0	0
7	X1.7	55	36,7	89	59,3	6	4.0	0	0	0	0
8	X1.8	42	28.0	99	66.0	9	6.0	0	0	0	0

From the table above, it can be seen that the respondents' answers regarding the competence variable. From all statements, it was found that the majority of respondents answered agree and strongly agree. This illustrates that employees understand their work according to the knowledge they have.

3.9 Results of Descriptive Analysis of Work Environment Variables

Table 13 Results of Descriptive Analysis of Work Environment Variables

No	Statement	Tabulation of Variable Respondents AnswersWork environment									
		SS		S		KS		TS		STS	
		f	%	f	%	f	%	f	%	f	%
1	X2.1	44	29,3	81	54.0	25	16,7	0	0	0	0
2	X2.2	52	34,7	77	51,3	21	14.0	0	0	0	0
3	X2.3	49	32,7	76	50,7	19	12,7	6	4.0	0	0
4	X2.4	63	42.0	76	50,7	11	7,3	0	0	0	0
5	X2.5	66	44.0	75	50.0	9	6.0	0	0	0	0
6	X2.6	51	34.0	79	52,7	15	10.0	5	3,3	0	0
7	X2.7	73	48,7	70	46,7	7	4,7	0	0	0	0
8	X2.8	73	48,7	73	48,7	4	2,7	0	0	0	0

The table above shows the respondents' answers about the work environment variables. From all statements, it was found that the majority of respondents answered agree and strongly agree. This illustrates that their work environment is categorized as comfortable.

3.10 Results of Descriptive Analysis of Work Motivation Variables

Table 14 Results of Descriptive Analysis of Work Motivation Variables

No	Statement	Tabulation of Variable Respondents AnswersWork motivation									
		SS		S		KS		TS		STS	
		f	%	f	%	f	%	f	%	f	%
1	X3.1	53	35,3	83	55,3	14	9,3	0	0	0	0
2	X3.2	53	35,3	97	64,7	0	0	0	0	0	0
3	X3.3	44	29,3	94	62,7	12	8.0	0	0	0	0
4	X3.4	73	48,7	77	51,3	0	0	0	0	0	0
5	X3.5	68	45,3	74	49,3	8	5,3	0	0	0	0
6	X3.6	36	24.0	92	61.3	20	13,3	2	1,3	0	0
7	X3.7	47	31,3	89	59,3	9	6.0	5	3,3	0	0
8	X3.8	54	36.0	76	50,7	20	13,3	0	0	0	0

From the table above, it can be seen that the respondents' answers regarding the competence variable. From all statements, it was found that the majority of respondents answered agree and strongly agree. This illustrates that employees have good work motivation.

3.11 Results of Descriptive Analysis of Performance Variables

Table 15 Results of Descriptive Analysis of Performance Variables

No	Statement	Tabulation of Variable Respondents AnswersPerformance									
		SS		S		KS		TS		STS	
		f	%	f	%	f	%	f	%	f	%
1	Y. 1	73	48,7	74	49,3	3	2.0	0	0	0	0
2	Y.2	66	44.0	79	52,7	5	3,3	0	0	0	0
3	Y.3	63	42.0	82	54,7	5	3,3	0	0	0	0
4	Y.4	51	34.0	83	55,3	16	10,7	0	0	0	0
5	Y.5	66	44.0	84	56.0	0	0	0	0	0	0
6	Y.6	62	41,3	83	55,3	5	3,3	0	0	0	0

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7	Y.7	56	37,3	77	51,3	17	11,3	0	0	0	0
8	Y. 8	65	43,3	78	52.0	7	4,7	0	0	0	0

From the table above, it can be seen that the respondents' answers regarding the competence variable. From all statements, it was found that the majority of respondents answered agree and strongly agree. This gives an idea that the employee has done a pretty good job.

3.12 F Test (Simultaneous)

Table 16 F Test Analysis

ANOVAa

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	1581742	3	527,247	114,208	.000b
	residual	674,018	146	4,617		
	Total	2255760	149			

Based on the table above, it can be seen that the Prob value (F-statistic) is 0.000 <0.05, then H0 is rejected and H4 is accepted so that it can be concluded that the variables Competency (X1), Work Environment (X2), and Work Motivation (X3) are significantly together have a significant effect on Employee Performance (Y).

3.12 t test (Partial)

Table 17 Test Analysis t

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	.188	1938		.097	.923
	X1	.367	.074	.317	4,971	.000
	X2	.297	068	.295	4,341	.000
	X3	.343	.078	.333	4,376	.000

1. In the Competency variable (X1) on Employee Performance (Y), the sig value $< \alpha$ (0.05) is 0.000 < 0.05. Based on these results it can be concluded that H0 is rejected and H1 is accepted, meaning that competence has a positive and significant effect on employee performance.

2. In the variable Work Environment (X2) on Employee Performance (Y), the sig value $< \alpha$ (0.05) is 0.000 < 0.05. Based on these results it can be concluded that H0 is rejected and H2 is accepted, meaning that the work environment has a positive and significant effect on employee performance.

3. In the variable Work Motivation (X3) on Employee Performance (Y), the sig value $< \alpha$ (0.05) is 0.000 < 0.05. Based on these results it can be concluded that H0 is rejected and H3 is accepted, meaning that work motivation has a positive and significant effect on employee performance.

3.12 Coefficient of Determination (R2)

Table 18 Multiple Linear Regression Analysis

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.837a	.701	.695	2.14862

$$Y = 0.188 + 0.367 X1 + 0.297 X2 + 0.343 X3$$

Based on Table 18, it is known that the R-Squared value is .701. This value can be interpreted that the variable Competency (X1), Work Environment (X2), and Work Motivation

(X3) can influence Employee Performance (Y) by 70.1%, and the remaining 29.9% is influenced by other factors that not described in this study.

DISCUSSION

4.1 The Effect of Competence on Employee Performance

Based on the results of data processing, on the Competency variable (X1) on Employee Performance (Y), the sig value < α (0.05), namely 0.000 < 0.05. Based on these results it can be concluded that H0 is rejected and H1 is accepted, meaning that competence has a positive and significant effect on employee performance. These results are in accordance with the results of research conducted byBukhari and Pasaribu (2019) and Nugroho et al. (2021) which states thatWork competence has a positive and significant effect on employee performance.

According to Mulia and Saputra (2021), competence is identified with those who have better, more consistent and more effective performance than those with average performance or even no competence at all in doing their jobs. Competence is one of the determinants of the high and low performance of a person. Competence is also a person's ability to produce a satisfactory level at work, transfer and apply skills and knowledge in new situations, and increase agreed benefits.So thatEmployee competence becomes something that is very important in an organization, because employee performance is a contribution to the achievement of the performance of each organizational function.According to Bukhari and Pasaribu (2019), kcompetence which is one of the requirements in developing the company must continue to be given to employees, because this is a demand in global competition. Companies that are unable to keep up with the times at this time will be left behind and may not be able to run anymore or go bankrupt.

4.2 The Influence of the Work Environment on Employee Performance

In the variable Work Environment (X2) on Employee Performance (Y), the sig value < α (0.05) is 0.000 < 0.05. Based on these results it can be concluded that H0 is rejected and H2 is accepted, meaning that the work environment has a positive and significant effect on employee performance. These results are in accordance with the results of research conducted byBukhari and Pasaribu (2019) and Nugroho et al. (2021) which states thatwork environment has a positive and significant effect on employee performance.

According to Bukhari and Pasaribu (2019), in general, every organization, whether large, medium or small, will all interact with the environment in which the organization or company is located. The environment itself undergoes changes so that organizations or companies that can survive are those that can adapt to environmental changes. Conversely, the organization will experience a period of collapse if the organization does not pay attention to developments and changes in the environment around it. The work environment is a place where employees carry out their daily activities. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment can affect employees' emotions. If the employee likes the work environment, the employee will feel at home at work, carry out his activities so that work time is used effectively, productivity will be high and employee performance will also be high. Human existence in the organization has a very important role for the organization. This is because the success of an organization is largely determined by the quality of the employees working in it. Every organization is formed to achieve certain goals and when achieved, then it can be called a success. To achieve success, a strong foundation is needed in the form of competence possessed by employees. Human existence in the organization has a very important role for the organization. This is because the success of an organization is largely

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According to Nugroho et al. (2021),The work environment is one of the things that affect employee productivity and morale. Without a good work environment, employees will easily get bored and don't feel comfortable working there. To create a sense of security and comfort at work, the company needs to provide this so that employee performance increases.

According to Mulia and Saputra (2021), the work environment is a place where employees carry out work activities. The work environment can have positive and negative impacts on employees in order to achieve their work results. The work environment in an organization is very important to note management. A work environment that focuses on employees can improve performance. Conversely, an inadequate work environment will reduce performance. Then in achieving the goals of an organization, it is also necessary to pay attention to work environment factors. The work environment is one of the important factors that influence the achievement of organizational goals that can improve one's performance. A good work environment can support the implementation of work so that employees have the enthusiasm to work and participate in encouraging their work motivation. The more comfortable the work environment, the more employee performance will increase.

4.3 The Effect of Work Motivation on Employee Performance

In the variable Work Motivation (X3) on Employee Performance (Y), the sig value $< \alpha$ (0.05) is $0.000 < 0.05$. Based on these results it can be concluded that H0 is rejected and H3 is accepted, meaning that work motivation has a positive and significant effect on employee performance. These results are in accordance with the results of research conducted byBukhari and Pasaribu (2019) and Nugroho et al. (2021) which states thatwork motivation has a positive and significant effect on employee performance.

According to Bukhari and Pasaribu (2019), motivation is the most important element in improving the quality of human resources (HR), this is evidenced by the quality of human resources in good companies which will greatly assist in company activities. If the motivation has been carried out to the maximum, the company's activities will be easily carried out, so entrepreneurs or heads of organizations must really pay attention to this element.Every employee who works must have good motivation in arousing, directing and maintaining behavior at work so that company goals will be achieved. Therefore companies must pay attention to employee motivation in running their business.

According to Mulia and Saputra (2021), motivation is an encouragement that arises from a person to act, do or do something to fulfill their needs. If a person's motivation to achieve a goal is higher, the higher the effort made to achieve that goal. Vice versa, the more often a person fails to do something to achieve a goal, the less likely his motivation will be. Achievement motivation is the prime mover that originates from within or outside a person who encourages them to act and demonstrates a level of performance or performance and productivity in accordance with standards

that are understood and applicable at work. To maintain employee motivation in working, the company must continuously provide motivation to employees, for example, by giving rewards for their work performance, then providing compensation in the form of work facility allowances if the employee can exceed the targets set by the company, or by giving thanks for the performance they have done. By providing the above it is expected to affect employee performance.

5. CONCLUSION

Competence has a positive and significant effect on Employee Performance, The work environment has a positive and significant effect on employee performance, Work motivation has a positive and significant effect on employee performance, Competence, work environment, and work motivation together have a positive and significant effect on employee performance

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