THE INFLUENCE OF EMOTIONAL INTELLIGENCE, SELF EFFICACY, AND COMPETENCE ON EMPLOYEE PERFORMANCE AT PT. LENGGA HARA MEDAN

Emy Yatul Hasanah[1], Nurmala[2], A Hadi Arifin[3], Marbawi[4]
Universitas Malikussaleh, Aceh
E-mail: emy.210410003@mhs.unimal.ac.id[1], nurmala@unimal.ac.id[2], hadi@unimal.ac.id[3] , marbawi@unimal.ac.id[4]

Abstract

This research aims to analyze the influence of emotional intelligence, self-efficacy, and competence on employee performance at PT. Lengga Hara Medan. The method used in this study is a quantitative approach through multiple linear regression analysis. Data were collected using a questionnaire distributed to 83 respondents out of a total population of 500 employees, who are employees of PT. Lengga Hara Medan. The results of the study indicate that collectively (simultaneously) the independent variables, namely emotional intelligence, self-efficacy, and competence, have a significant influence on the dependent variable of employee performance. Partially, the independent variables of emotional intelligence, self-efficacy, and competence each have a positive and significant effect on the dependent variable of employee performance. Thus, the higher the emotional intelligence, self-efficacy, and competencies possessed by employees, the higher the performance produced by employees. The results of this study imply that companies must pay attention to the psychological and professional aspects of employees.

Keywords: *emotional intelligence, self-efficacy, competence, employee performance*.

INTRODUCTION

An organization is a place where reciprocal relationships occur between two or more people, between employees and leadership, as well as among fellow employees. In carrying out its operational activities, every organization or company has the desire to grow and develop. Well executed performance management is one of the main indicators of an organization's success. If performance management is not well organized, the human resources within the organization will not work effectively. Performance management will yield good results if planned well; conversely, it will yield poor results if planned poorly (Ningsih et al., 2021). Performance is one of the important aspects in a company as a reference for making good decisions, preparing accurate plans, and supporting the process of achieving the company's strategic goals. Performance reflects the extent to which an employee strives to carry out their tasks and responsibilities to achieve the established strategic goals of the company. Performance will affect the sustainability of the company in the future because the success of the company is partly due to the high performance of its employees. Performance is what an organization or company achieves, whether oriented towards profit or not, within a certain period (Fahmi, 2014). PT. Lengga Hara Medan is a company engaged in the field of labor supply. This company is a reliable partner as a labor supplier experienced in empowering human resources, particularly in the field of employment with specific time employment agreements. PT. Lengga Hara Medan is supported by experts with experience in human resources, labor law, management, and labor/service management to help solve human resource management issues, which is an important factor in the smooth operation of a company or organization in accordance with its founding objectives. Every year, PT. Lengga Hara Medan holds a performance responsibility meeting to evaluate how well its employees are performing. The following is the report on the achievements of the performance indicators of PT. Lengga Hara Medan's employees.

Table 1. Employee Performance Indicator Achievements of PT. Lengga Hara Medan

Indicator	Target (2023)	Achievements (2023)	Status
Customer satisfaction level	$\geq 93\ \%$	90%	Not Achieved
Timely resolution	$\geq 90\%$	88%	Not Achieved
Employee attendance	≤ 5	3%	Achieved
Employee retention	$\geq 95\%$	97%	Achieved
Compliance with Standard Operating Procedure	$\geq 95\%$	98%	Achieved

Source: Performance report of employees at PT. Lengga Hara Medan

Based on table 1, it is known that the performance assessment indicators consisting of customer satisfaction levels and on-time completion have not yet reached the minimum targets expected by the company. Work quality, work quantity, reliability, and attitude are four key indicators that must be prioritized to improve employee performance. Work quality reflects an employee's ability to complete tasks accurately according to company standards, which directly impacts customer satisfaction levels and timely task completion. Work quantity refers to the number of tasks completed within a certain timeframe, which affects efficiency in achieving time targets. Reliability indicates how consistently employees meet expectations, such as compliance with SOP (Standard Operating Procedures) and reliability in completing tasks on time. Meanwhile, the attitude of employees, which includes a positive attitude towards work, discipline, and a willingness to cooperate, greatly influences the achievement of targets, especially in terms of enhancing motivation and interaction with customers.

Several factors that influence performance include emotional intelligence, self efficacy, and competence. Good emotional intelligence in every employee will enable them to work at their best and adapt to various work environments. Emotional intelligence helps employees interact with diverse colleagues, superiors, and clients. Employees with emotional intelligence will be able to solve problems, maintain work professionalism, and collaborate as a team. Employees must be able to face various diverse and dynamic challenges at their place of work. Employees are expected to possess high self-efficacy to support their performance. This is because having high self-efficacy will encourage employees to work proactively, have high self confidence, and be able to complete tasks effectively in any situation. Competence demonstrates the skills and knowledge characterized by professionalism in a field as one of the important aspects and a point of excellence in that field. Competence is also the ability to perform a job or task based on the skills and knowledge required for that job. Competence explains what a person does in the workplace at various levels and provides detailed standards for each level. Competence also indicates the characteristics, knowledge, and skills required by each individual to enable them to work well and achieve professional quality standards in their workplace. (Wibowo, 2016). Based on the background description above, the researcher wants to examine the extent to which emotional intelligence, self efficacy, and competence affect employee performance. Therefore, researchers are interested in conducting research with the title: "The influence of emotional intelligence, self efficacy, and competence on employee performance at PT Lengga Hara Medan.

LITERATURE REVIEW
Emotional Intelligence
Emotional intelligence is an individual's ability to recognize, understand, manage, and express one's own and others' emotions effectively in daily life, including in the work environment. Goleman (2018) states that emotional intelligence includes five main aspects, namely self awareness, self control, motivation, empathy, and social skills, the ability to establish social relationships effectively. According to Robbins & Judge (2017), emotional intelligence is very important in the world of work because it helps employees deal with pressure, conflict, and maintain harmonious working relationships. Factors such as psychological conditions, life experiences, and work environment influence the development of a person's emotional intelligence. Individuals with high levels of emotional intelligence generally show better adaptability, are able to manage work stress, and have strong interpersonal communication skills.

Self Efficacy
Self efficacy is defined by Bandura (2010) as a person's confidence in their ability to organize and carry out the actions needed to achieve a certain performance. Self efficacy influences the way individuals think, act, and how they interpret failure and success. Four sources of self-efficacy formation according to Bandura are mastery experience, vicarious experiences, verbal persuasion, and physiological and affective states. High self-efficacy encourages employees to complete tasks with high confidence, have resistance to pressure, and have strong

motivation in achieving work goals. Conversely, employees with low self-efficacy tend to give up easily and have lower work performance.

Competence

Competence is a set of knowledge, skills and attitudes that a person must have in order to be able to carry out tasks or jobs effectively and efficiently. Spencer and Spencer (1993) define competence as a fundamental characteristic possessed by a person that is related to superior performance in a particular job. Competencies include cognitive (knowledge), affective (attitude) and psychomotor (skills) aspects. Sugiyono (2023) classifies competence into three main indicators, namely knowledge, skill, and attitude). In an organizational context, employees who have high competence will be better able to meet work targets, complete work with high accuracy, and easily adapt to changes in work procedures or new technology. Competence also affects service quality and customer satisfaction especially in service companies such as PT Lengga Hara Medan.

Employee Performance

Employee performance is the work achieved by a person in carrying out the tasks that are his responsibility, both in quality and quantity. According to Wibowo (2016), performance is the result of the function of motivation and ability. Performance is also influenced by the work environment, leadership, and organizational support. Mangkunegara (2017) states that performance is influenced by competence, motivation, discipline, and leadership style. Employees who have high performance are generally able to complete work on time, according to quality standards, and show initiative at work. In the context of this study, employee performance is measured based on work effectiveness, timeliness, ability to complete tasks, and contribution to achieving organizational goals.

METHOD

This study uses a quantitative approach to determine and analyze the extent of the influence of emotional intelligence, self efficacy, and competence on employee performance. The research location was conducted at PT. Lengga Hara Medan, which is a company engaged in the field of labor provider services with a Specified Time Work Agreement system, which directly manages and develops human resources who will be placed in various partner agencies. The population in this study amounted to 500 employees. The sample was drawn using the Slovin formula so that a sample of 83 employees could be taken. This number is considered representative enough to be statistically analyzed using the regression method. Data collection was carried out through the distribution of closed questionnaires with a 5-point Likert scale, ranging from strongly disagree (score 1) to strongly agree (score 5). The questionnaire is arranged based on the indicators of each variable. Emotional intelligence variables are measured through five main indicators, namely self-awareness, self regulation, self motivation, empathy, and social skills. The self efficacy variable includes indicators of past performance, vicarious experience, verbal persuasion, and emotional cues.

The competency variable is measured based on indicators of knowledge, skills, and attitudes. To measure employee performance variables, indicators of work quality, work quantity, reliability, and work attitude are used. Before the validity was carried out using the Pearson Product Moment correlation, while the reliability test was carried out using the Cronbach's Alpha formula, with a value of > 0.70 considered to meet the reliability requirements. Furthermore, to ensure the feasibility of the regression model used, a classical assumption test was carried out consisting of a normality test (using the Kolmogorov Smirnov test and histogram), a multicollinearity test (by looking at the Tolerance and VIF values), and a heteroscedasticity test (using scatterplot analysis). Data analysis was carried out using multiple linear regression methods, to determine the effect of independent variables on the dependent variable simultaneously or partially. In addition, the coefficient of determination (R^2) test was also conducted to determine how much influence the independent variables have on the dependent variable. F test to see the significance of the effect simultaneously, and t test to test the effect of each variable partially. All data processing and analysis were carried out using the latest version of SPSS software.

RESULTS AND DISCUSSION
Respondent Characteristics

The characteristics of the respondents in this study aim to determine the character of each respondent that the researcher made as a sample in this study. The following are some of the characteristics of the respondents in this study:

Table 2. Respondent Characteristics

Respondent Characteristics		Frequency	Percentage (%)
Age	17-25 Years	63	75,9 %
	26-35 Years	13	15,6 %
	36-45 Years	6	7,2 %
	≥ 45 Years	1	1,2 %
Gender	Male	59	71,08 %
	Female	24	28,91 %
Last Education	SLTA	65	78,3 %
	Diploma (D3)	12	14,45 %
	S1	6	7,22 %
	S2	0	0 %
Working Position	Security	39	46,98 %
	Cleaning Servive	34	40,96 %
	Driver	7	8,43 %
	Aministrasi	3	3,61 %
Length of Service	1-4 Years	54	65,06 %
	5-10 Years	23	27,71 %
	11-15 Years	5	6,02 %
	>15 Years	1	1,20 %

Source: Data processed by researchers (2025)

From the table above, it can be seen that respondents are dominated by employees aged 17-25 years as many as 63 respondents or around 75.9%. Based on gender, it is dominated by men as many as 59 respondents or around 71.08%. Based on the latest education, it is dominated by respondents with high school education, namely 65 respondents or around 78.3%. Based on work position dominated by security as many as 39 respondents or around 46.98%. Based on the working period, it is dominated by employees who work 1-4 years as many as 54 respondents or around 65.06%.

Validity and Reliability Test

The validity test is used to measure the validity level of a questionnaire. Each is said to be valid if $R_{Hitung} > R_{Tabel}$ at a significance level <0.05, and vice versa if $R_{Hitung} < R_{Tabel}$ then the items in the questionnaire can be said to be invalid (Ghozali, 2021). The validity test results can be seen in the following table:

Table 3. Validity Test Results

Variables	Statement Item	R_{Hitung}	Sig value.	Results
Emotional Intelligence	X1.1	0,702	0.001	Valid
	X1.2	0,674	0.001	Valid
	X1.3	0,608	0.001	Valid
	X1.4	0,577	0.001	Valid
	X1.5	0,515	0.004	Valid
	X1.6	0,523	0.003	Valid
	X1.7	0,560	0.001	Valid
	X1.8	0,571	0.001	Valid
Self Efficacy	X2.1	0.504	0.005	Valid
	X2.2	0.717	0.001	Valid
	X2.3	0.750	0.001	Valid
	X2.4	0.568	0.001	Valid
	X2.5	0.799	0.001	Valid
	X2.6	0.762	0.001	Valid
	X2.7	0.597	0.001	Valid

	X2.8	0.725	0.001	Valid
Competence	X3.1	0.618	0.001	Valid
	X3.2	0.693	0.001	Valid
	X3.3	0.619	0.001	Valid
	X3.4	0.684	0.001	Valid
	X3.5	0.663	0.001	Valid
	X3.6	0.738	0.001	Valid
Employee Performance	Y.1	0.535	0.002	Valid
	Y.2	0.502	0.005	Valid
	Y.3	0.635	0.001	Valid
	Y.4	0.525	0.003	Valid
	Y.5	0.751	0.001	Valid
	Y.6	0.733	0.001	Valid
	Y.7	0.619	0.001	Valid
	Y.8	0.535	0.002	Valid

Source: Data processed by researchers (2025)

The next step is to conduct a reliability test. This reliability test is used to test the fixity (consistency) of a measuring instrument so that it is known that the level of consistency remains with the same results or changes when tested again. This test is carried out by calculating the Cronbach alpha of each instrument in each variable. A variable is said to be reliable if the result is> 0.70 (Ghozali, 2021). The results of the reliability test can be seen in the following table:

Table 4. Reliability Test Results

Variabel	Cronbach's Alpha	Item	Description
Emotional intelligence (X1)	0.729	8	Reliabel
Self efficacy (X2)	0.807	8	Reliabel
Competence (X3)	0.749	6	Reliabel
Employee performance (Y)	0.732	8	Reliabel

Source: Data processed by researchers (2025

In this study using the classic assumption test. The classical assumption test is carried out before multiple linear regression analysis to ensure that the regression model used meets statistical requirements, so that the analysis results can be trusted and interpreted appropriately. There are three types of classic assumption tests carried out in this study, namely normality test, multicollinearity test, and heteroscedasticity test. The normality test aims to determine whether the residual data in the regression model is normally distributed. This test is carried out using the Kolmogorov-Smirnov test and is supported by histogram visualization and normal probability plot. The Kolmogorov-Smirnov test results show a significance value of 0.200 which is greater than the significance level of 0.05. This indicates that the residual data is normally distributed, so the regression model has met the assumption of normality.

Furthermore, a multicollinearity test is conducted to determine whether there is a high linear relationship between the independent variables. This test is important because high multicollinearity can cause distortion in the estimation of regression coefficients. The analysis results show that all variables have a Tolerance value above 0.10 and a Variance Inflation Factor (VIF) value below 10. Thus, it can be concluded that there are no multicollinearity symptoms in the model, meaning that the independent variables do not affect each other linearly. Finally, the heteroscedasticity test is conducted to test whether there is inequality in the residual variance for each predictor value. This test is carried out by looking at the pattern of point distribution on the scatterplot graph between predicted and residual values. The results show that the points spread randomly and do not form a clear pattern, either in the form of lines or curves. This indicates that there are no symptoms of heteroscedasticity, or in other words, the residual variance in the model is constant (homoscedastic). Based on these three tests, it can be concluded that the regression model used in this study has met all classical assumptions. Therefore, the regression model is suitable for use in hypothesis testing and conclusion drawing.

Results of Data Analysis Methods
Multiple Linear Regression Analysis

Multiple linear regression test aims to identify the magnitude of the influence of the independent variable (X) on the dependent variable (Y). The analysis was carried out using SPSS. The following are the results of multiple linear regression tests for each variable:

Table 5. Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.218	2.377		4.298	<.001
Emotional intelligence	.334	.054	.498	6.184	<.001
Self efficacy	.280	.072	.305	3.876	<.001
Competence	.168	.080	.176	2.104	.039

Source: SPSS Output Results

Based on the table above, it can be seen that the constant value (a) is 10.218 and the regression coefficient value for the emotional intelligence variable (X_1) is 0.334, the regression coefficient value for the self efficacy variable (X_2) is 0.280, and the regression coefficient value for the competency variable (X_3) is 0.168. This constant value and regression coefficient are included in the following equation:

$$Y= 10{,}218 + 0{,}334X1 + 0{,}280X2 + 0{,}168X3 + e$$

Constant (a) = 10.218 shows a constant value, where if the variables of emotional intelligence, self-efficacy, and competence are 0, the value of employee performance will increase by 10,218 at PT. Lengga Hara Medan. The value of $\beta1 = 0.334$ shows how much the emotional intelligence variable contributes to employee performance by 0.334 which is positive. This means that every increase in emotional intelligence will increase employee performance by 0.334 at PT. Lengga Hara Medan. The value of $\beta2 = 0.280$ shows how much the contribution of the self efficacy variable to employee performance is 0.280 which is positive. This means that every increase in self efficacy will increase employee performance by 0.280 at PT. Lengga Hara Medan. The value of $\beta3 = 0.168$ shows how much the competency variable contributes to employee performance of 0.168 which is positive. This means that every increase in competence will increase employee performance by 0.168 at PT. Lengga Hara Medan.

Test Correlation Coefficient (R) and Determination Coefficient (R2)

The correlation coefficient is carried out to determine the relationship between the variables studied. The correlation coefficient is divided into two, namely positive and negative relationships. The relationship between X and Y is said to be positive if an increase (decrease) in X is followed by an increase (decrease) in Y. The basis for analyzing the correlation coefficient (R) test is If the value of R = 1 or close to 1, the correlation between the two variables is strong and positive. If the value of R = -1 or close to -1, the correlation between the two variables is very strong and negative. If the value of R = 0 or close to 0, then the correlation between the two variables studied does not exist or is very weak. The coefficient of determination (R_{Square}) is carried out to measure how far the model is able to explain the dependent variable. The coefficient of determination is used to measure the proportion or percentage of the contribution of the independent variable under study to the variation in the rise and fall of the dependent variable. The basis for analyzing the coefficient of determination (R_{Square}) is that if the R_{Square} value = 0 then the ability of the independent variable to explain the dependent variable is considered limited. If R_{Square} is close to 1 then the independent variable provides all the information needed to predict the dependent variable.

Table 6. Test Results of Correlation Coefficient (R) and Determination Coefficient (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.819[a]	.671	.659	1.01359

Source: SPSS Output Results

From the table above, it can be seen that the correlation coefficient (R) value is 0.819 which indicates that the correlation between the variables of emotional intelligence, sel efficacy, and competence on employee

performance variables at PT. Lengga Hara Medan is very strong and positive. The Adjusted R $_{Square}$ value of 0.659 or 65.9% indicates that the variables of emotional intelligence, self efficacy, and competence can explain the employee performance variable by 65.9%, and the remaining 34.1% is explained by other variables outside this study.

F Test Results

The F test is used to measure the effect of independent variables simultaneously (together) on the dependent variable. The results of the F test can be seen in the following table:

Table 7. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	165.802	3	55.267	53.795	<.001[b]
Residual	81.162	79	1.027		
Total	246.964	82			

Source: SPSS Output Results

From the table above, it can be seen that the F_{Hitung} value is greater than the F_{Tabel} (53.795> 2.72) with a significance level of 0.001 <0.05. Thus it can be concluded that the variables of emotional intelligence, self efficacy, and competence simultaneously or together have a significant effect on employee performance at PT. Lengga Hara Medan.

Partial Test Results (t)

The t test is conducted to see how far an independent variable individually explains the variation in the dependent variable Sugiyono (2023). Testing is done using a significance of 0.05 ($\alpha = 5\%$). The t test results can be seen in the following table

Table 8. Partial Test Results (t)

Coefficientsª

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	10.218	2.377		4.298	<.001
Emotional Intelligence	.334	.054	.498	6.184	<.001
Self efficacy	.280	.072	.305	3.876	<.001
Competence	.168	.080	.176	2.104	.039

Source: SPSS Output Results

The t_{count} test results obtained in this study on the emotional intelligence variable are 6.184> 1.990 and a significance value of 0.001 <0.05, then this means that H_1 is accepted and it can be concluded that the emotional intelligence variable has a positive and significant effect on employee performance at PT Lengga Hara Medan. In the self efficacy variable, the t_{count} test results obtained in this study are 3.876> 1.990 and a significance value of 0.001 <0.05, then this means that H_2 is accepted and it can be concluded that the self efficacy variable has a positive and significant effect on employee performance at PT Lengga Hara Medan. In the competency variable, the tcount test results obtained in this study are 2.104> 1.990 and a significance value of 0.001 <0.05, then this means that H_3 is accepted and it can be concluded that the competency variable has a positive and significant effect on employee performance at PT. Lengga Hara Medan.

Discussion

The results of this study indicate that emotional intelligence, self efficacy, and competence simultaneously have a positive and significant effect on employee performance of PT. Lengga Hara Medan. This finding strengthens the understanding that psychological factors and individual abilities have a real contribution in shaping productive work behavior. The three variables are not only related to technical abilities, but also closely related to how employees deal with work pressure, motivate themselves, and maintain social relationships in the workplace.

Partially, the emotional intelligence variable has a significant influence on employee performance. These results indicate that employees who are able to recognize and manage their emotions well will find it easier to deal with conflict, work together in teams, and maintain calm in challenging work situations. Goleman (2018) states that high emotional intelligence reflects abilities in self awareness, self regulation, motivation, empathy, and social skills, all of which have a positive impact on performance. These results are in line with the findings of several previous studies. Elkhori & Budianto (2024) stated that emotional intelligence has an important contribution to performance, especially in terms of team collaboration and stress management. Similarly, Mahmud et al. (2022) found that emotional intelligence significantly affects employee job performance through increased motivation and work interaction. Thus, the results of this study strengthen the empirical evidence that emotional intelligence is a determinant factor in achieving employee performance.

Furthermore, the self efficacy variable also has a significant effect on performance. Employees who have confidence in their abilities will show independence in completing tasks, resilience in facing challenges, and an internal drive to continue to develop. Bandura (2010) explains that self efficacy is formed from personal experience, social experience, verbal persuasion, and emotional management, all of which support each other in forming a positive work attitude. This research is also in line with the results of previous studies by Eka & Sugiarto (2022) and Damayanti & Putri (2024) which state that self efficacy has a significant effect on improving employee performance. Employees who are confident in their competence and abilities are more likely to complete work efficiently and productively. This belief also creates intrinsic motivation to continue learning, developing, and contributing optimally to the organization. This research is in line with the findings of Elkhori & Budianto (2024), Rahmadani & Efendi (2024), and Mahmud et al. (2022) which state that competence has a significant relationship with performance.

Overall, the results of this study indicate that the three variables emotional intelligence, self efficacy, and competence are jointly able to explain variations in employee performance within the company. This finding is important to be taken into strategic consideration by the management of PT. Lengga Hara Medan in developing the human resource management system. Given that the company is engaged in the provision of labor, the success of employees in carrying out their duties is not only determined by procedural aspects, but also by internal employee factors such as emotional management, confidence in abilities, and mastery of work competencies. Thus, a more comprehensive employee development approach needs to be put forward by the company, through soft skills training to strengthen emotional intelligence, coaching and mentoring programs to build self-efficacy, as well as technical training and periodic evaluations to improve competence. This approach is expected to not only improve individual performance, but also contribute to customer satisfaction and overall company success.

CONCLUSION
Conclusion

Based on research conducted on the effect of emotional intelligence, self efficacy, and competence on employee performance at PT Lengga Hara Medan, it can be concluded that emotional intelligence has a positive and significant effect on employee performance at PT Lengga Hara Medan. This means that the higher the emotional intelligence possessed by the employee, the higher the employee's performance. Therefore, companies need to pay attention to the emotional intelligence possessed by each employee to improve performance and company sustainability. Self efficacy has a positive and significant influence on employee performance at PT. Lengga Hara Medan. This means that the higher the self efficacy possessed by the employee, the higher the employee's performance. Therefore, companies need to pay attention to the self efficacy possessed by each employee to improve performance and company sustainability. Competence has a positive and significant influence on employee performance at PT. Lengga Hara Medan. This means that the higher the competence possessed by the employee, the higher the employee's performance. Therefore, companies need to pay attention to the competencies possessed by each employee to improve the performance and sustainability of the company.

Advice

PT. Lengga Hara Medan is expected to improve employees emotional intelligence through soft skills training to create a harmonious work environment and improve services to clients. Build employees self-efficacy by giving more trust in the implementation of tasks, appreciating performance achievements, and creating a work culture that supports the courage to try and learn from failure. Improving competence through continuous training and development, both in the form of technical training according to work fields and work behavior training such as leadership, problem solving, and decision making. Employees of PT. Lengga Hara Medan are expected to

continuously develop their abilities, both in terms of emotional, confidence, and technical competence. Independent self development efforts such as reading, attending online training, or actively asking for feedback from superiors will be very helpful in improving performance in a sustainable manner. Future researchers are advised to develop the research model by adding other variables such as job satisfaction, motivation, leadership, or organizational culture. In addition, research can also be conducted in different industry sectors to expand the generalizability of the results.

Research Limitations

There are several limitations in this study, among others, the location used in this study is only in PT. This research was only conducted in one company, namely PT. Lengga Hara Medan. The research variables in this study only consist of three independent variables, namely emotional intelligence, self efficacy, and competence and one dependent variable, namely employee performance. The research data obtained comes from filling out questionnaires conducted by respondents from PT Lengga Hara employees so that the data is highly dependent on the subjective assessment of respondents. The results obtained result in perception bias or cannot describe the actual conditions. The research time was relatively short so that it could not see changes in employee behavior in the long term. Limited funds for research which resulted in a limited scope of research. Researchers only conduct online research in collecting data, not conducting interviews and direct observation to the research site.

REFERENCES

Bandura, A. (2010). Self-efficacy. In The corsini encyclopedia of psychology. John Willey&Sons,Inc.

Damayanti, N. P. S., & Putri, C. I. A. V. N. (2024). Pengaruh Komitmen Organisasi, Budaya Perusahaan, Self Efficacy Terhadap Kinerja Karyawan Pada PT. Duta Intika Gianyar. Brainy Jurnal Riset Mahasiswa, 5(1), 54– 66. https://doi.org/10.23969/brainy.v5i1.107

Eka, S., & Sugiarto, A. (2022). Pengaruh kecerdasan emosional , self-efficacy , dan lingkungan kerja terhadap kinerja karyawan. Jurnal Inspirasi Bisnis & Manajemen, 6(1), 47– 66. http://jurnal.unswagati.ac.id/index.

Elkhori, N. E. M., & Budianto, E. W. H. (2024). Pengaruh Kecerdasan Emosional, Self Efficacy, dan Kompetensi Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Pada Bank BTN KCS Malang). Journal UNRIKA, 13(2), 468–478.

Fahmi, I. (2014). MANAJEMEN TEORI, KASUS, DAN SOLUSI (D. Handi (ed.); Ketiga).

Ghozali, I. (2021). Aplikasi Analisis Multivariate dengan Program IBM SPSS 26 (9th ed.). Badan Penerbit Universitas Diponegoro.

Goleman, D. (2018). Kecerdasan Emosional: Mengapa EI Lebih Penting IQ. Gramedia Pustaka Utama.

Mahmud, Basalamah, S., & Rahman, Z. (2022). Pengaruh Kompetensi, Kecerdasan Emosional, Dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. Perkebunan Nusantara XIV (Persero) Pabrik Gula Bone Arasoe Kabupaten Bone. Jurnal Magister Manajemen Universitas Muslim Indonesia, 9(1). https://doi.org/10.52103/jtk.v9i1.844

Mangkunegara, A. . (2017). Manajemen Sumber Daya Manusia. Remaja Rosdakarya.

Ningsih, S., Karyanto, B., Utami, F., & Sululing, S. (2021). Manajemen Sumber Daya Manusia.

Rahmadani, I., & Efendi, S. (2024). The influence of self efficacy, competency and career development on employee performance through work motivation as an intervening variable at pt. create orion metal. COSTING: Journal of Economic, Business and Accounting, 7(5).

Robbins, S. P., & Judge, T. A. (2017). Perilaku Organisasi. Salemba Empat.

Sugiyono. (2023). Metode Penelitian Pendidikan. Alfabeta.

Wibowo. (2016). Manajemen Kinerja (Kelima). PT. Raja Grafindo Persada.