



# Impact of emotional intelligence, human resource competence, and organizational commitment on employee performance at PT XYZ Cilegon

Fitri Nuraisah<sup>1</sup>, Aries Pratama Putra<sup>2</sup>,

<sup>1,2</sup> Economic and Business/Master of Management, Sultan Ageng University, Indonesia

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## ABSTRACT

The purpose of this study was to identify and analyze the impact of emotional intelligence, HR Competence, and organizational commitment on the performance of PT XYZ employees in Cilegon City. The type of survey used was quantitative and included a sample of 48 respondents. The sampling technique used is a saturated sample using the entire population as respondents. A Likert scale questionnaire from 1 to 10 was used to collect the data. Data analysis was performed using the PLS method (Partial Least Squares) using SmartPLS version 3. The study concluded that emotional intelligence, interpersonal skills, and organizational commitment have a significant impact on employee performance.

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## Corresponding Author:

Fitri Nuraisah,  
Economic and Business/Master of Management,  
Sultan Ageng Tirtayasa University,  
Jl. Pakupatan Blok DD6 No.15, Panancangan, Cipocok Jaya, Serang City, Banten 42124,  
Indonesia.  
Email: [fitri.nuraisah09@gmail.com](mailto:fitri.nuraisah09@gmail.com)

## 1. INTRODUCTION

Talent is one of the key aspects to develop in an organization and it is imperative to maintain quality talent through proper management. Human resource management is a well-known term for this management (Suhasto & Lestariningsih, 2018). Staff performance has a significant impact on an organization's success. There are many elements that have an effect on worker performance. An employee's emotional intelligence can be an important factor in determining performance outcomes. When an employee is mentally stable, everything they do goes smoothly. Work ability not only reflects the performance of employees, but also the ability to self-regulate, guide employees and build good relationships between employees is also very important. A person's success is not determined by intellectual intellect alone. This is in line with research (Widayati, 2016) that indicates that at least 75% of a person's success is determined by their emotional intelligence and only 4% by their intellectual intelligence.

Highly qualified employees are advantageous for the continuity of the organization, and the more qualified the employees, the better they will be able to do their jobs. (Salwa et al., 2018) states that highly competent and confident employees can do their jobs well and without mistakes. Therefore, there is a need to improve the competencies of each employee so that they can perform their duties and responsibilities appropriately (Sudarwati, 2014).

People with high organizational commitment generally have a high emotional bond through the feeling of belonging to an organization. Moreover, a person's desire to remain in an organization to deal with difficult situations is very strong. As such, employees will do their best to perform optimally for the company in line with the resulting productivity (Haryono & Rosady, 2017).

PT XYZ is a joint venture organization that produces facet merchandise chemical which may be in addition processed to then produce excessive promoting price for chemical commercial materials.

In order to achieve the goals of the company, it is necessary to have personnel who have the requirements required by the company and who can carry out the duties set by the company. The company always strives to inspire the performance of its employees in the hope that they will be able to achieve their planned goals.

Information about PT XYZ's 2020 annual report, showing several PT XYZ work programs indicating a decrease in work program achievements, which initially averaged 87.2% In 2020 it fell to 84.9% in 2021. There are indications that PT XYZ's Employee Performance is not optimal. As for what happened at PT. XYZ there are problems related to employee performance, which are based on emotional intelligence, lack of competence and organizational commitment.

This study aims to analyze the effect of emotional intelligence, HR competence and Organizational Commitment together on Employee Performance at PT XYZ.

(Robbins and Judge 2015:70) states that emotional intelligence is an individual's ability to understand and control emotional cues and information. (Goleman, 2020) explains: "Emotional intelligence includes motivating and resolving oneself through frustration, channeling impulses, and not overreacting in pleasurable situations. , prayer, empathy, and avoidance of stress that sap the energy of thought." It has been defined using different approaches, starting with resolution. "People with high emotional intelligence can effectively use relationships to control their reactions, manage negative emotions, and take control of their lives (Gebregergis et al., 2020)

Competence underlies human nature by establishing a correlation between good performance and the criteria for effective behavior in specific tasks and situations (Purnama et al., 2020). (Kadarwati, 2019) states that competencies include a range of knowledge, skills, traits and behaviors that may be technical in nature in terms of interpersonal and business skills. HR competencies refer to an individual's abilities and characteristics regarding the knowledge, skills, and behavioral attitudes necessary to perform tasks in a work environment. The level of proficiency is necessary to determine what level of performance can be expected to be good or average. Identifiers of required competency boundaries are used as the basis of processes for selection, sequencing, succession planning, performance evaluation, and staff development (Deviana et al., 2015). (Sudiarti & Juliarsa, 2020) states that HR competencies are individual expertise in information, skills, and personality traits that directly influence behavior that can be used to achieve desired goals.

According to (Moorhead & Griffin, 2013), organizational commitment is an individual's attachment and identification with the organization. Organizational commitment is the willingness of employees to be loyal to their organizational group (Colquitt et al., 2014). (Kreitner & Kinicki, 2014) stated that engagement with an organization is the level at which employees are aware of their organization and committed to its goals. This is an important work ethic. Because people do this to demonstrate their willingness to work harder to achieve organizational goals and to feel a greater desire to continue working within the organization. Organizational involvement is the psychological structure of the relationship between organizational members and that organization, which influences an individual's decision to remain a member of an organization (Yusuf, 2018).

An organization is considered successful if the improvement of human resource performance is aimed at improving the performance of its employees in order to achieve the goals set by the company. According to (Sandy, 2015), performance is what employees achieve in doing their jobs. Outcomes are the outcomes that employees

achieve at work according to the specific standards that apply to their work (Robbins, 2016). Another way of looking at it is that performance is the result of the work that a person does at a particular point in time based on their roles and responsibilities related to the values and rules of the organization in which they work (Umam, 2018). (Afandi, 2018) Performance is the result of work that can be performed by an individual or group of people within an organization, consistent with authority and responsibility for all efforts to achieve the organization's goals, and is not illegal says no and ethics.

The conceptual model of this study uses elements that are analyzed based on a review of the literature. The hypothesis in this study combines several variables related to PT XYZ employee performance. As for the exogenous variables studied, Emotional Intelligence (X1), HR Competence (X2), Organizational Commitment (X3) with the endogenous variable Employee Performance (Y)

Emotional intelligence helps you control your mental state when dealing with work pressures. There is no doubt that companies want a high level of initiative, empathy and initiative for their employees to perform well. Emotional intelligence influences the interactions between bosses and employees in the workplace and is an important factor for success in life. (Jorfi et al., 2010). A learning outcome that leads to superior performance based on emotional intelligence is mental skills (Goleman, 2020). (Dewi, 2019) conclude that only 20 percent of IQ determines achievement, with the remaining 80 percent determined by emotional intelligence. The higher the emotional intelligence, the better the employee's performance. Additionally, a hypothesis developed from some of the above references is: H1: Emotional intelligence is believed to have a positive impact on employee performance.

Human Resources primarily manages the operations of any company. A company's success cannot be separated from the role of HR. Compared to other resources such as production technology and processes, human resources are a source of competitive advantage that can adapt to different challenges (Sugiyanto et al., 2021). HR Competencies are the combination of physical skills (health) and non-physical skills (work ability, thinking ability, mental ability and other abilities) necessary for a person to work and be creative, represents the potential of a person (Wirawan, 2015). Competence is imprinted as part of a person's personality in realizing predictable behavior for himself in the context of his work process. Standards and procedures help predict whether people will do well (Risnawati, 2020). The higher the HR competence, the higher the employee performance. The following hypotheses are then proposed from the above studies. H2: HR competencies are assumed to have a positive impact on employee performance.

According to (Robbins & Judges, 2015) organizational engagement is the level at which employees become more aware of the organization's goals and expectations in order to remain a member. Employees with high organizational engagement tend to have strong emotional attachments because they feel part of the organization and have a strong desire to survive in difficult situations within the organization. A key factor in successful performance improvement is organizational commitment (Sapitri, 2016). This effort has proven a reputation for staff and organizational excellence (Sari, 2020). Thus, highly engaged employees bring a sense of belonging to the organization, are more engaged with the organization, remain part of the organization, and contribute to the organization through emotional connections that impact performance. The hypotheses proposed are: H3: Organizational engagement is believed to have a positive impact on employee performance.

## 2. RESEARCH METHOD

Sampling was performed using a saturated sampling technique and a whole population of 48 people were interviewed based on the HRD 2022 personnel data. Data sources are primary data from data collection techniques using techniques such as observations, interviews, and questionnaires. Emotional intelligence is measured using indicators such as self-perception, self-management, motivation, social perception, and relationship management (Goleman, 2016). Then there are the human competencies according to (Wiguna, 2017): self-development, professionalism, mastery of skills, education level and

expertise. On the other hand, indicators of organizational commitment (Kreitner & Kinicki, 2014) are emotional commitment, ongoing commitment, and prescriptive commitment. Furthermore, according to (Robbins, 2016), employee performance indicators are work quality, quantity, punctuality, effectiveness and independence.

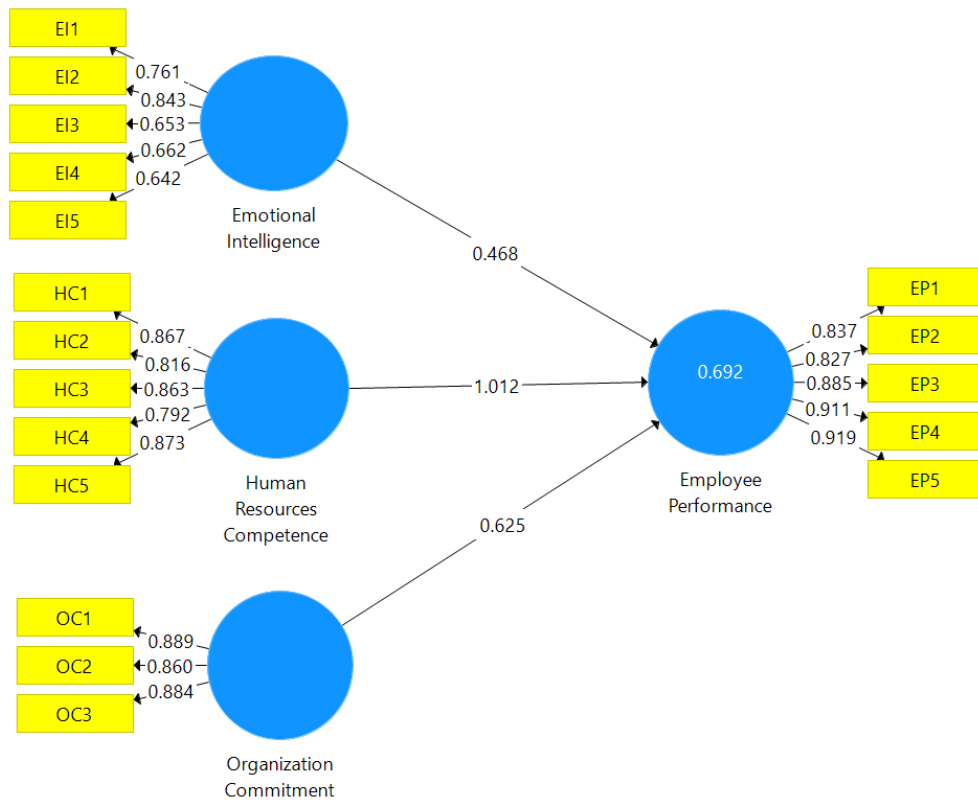


Figure 1. Outer Model Validity Test  
 Source: Results of data processing, 2023

The indicator is considered valid if the stress factor value is above 0.60. The image above shows that all indicators have a loading factor of 0.60 or higher, thus meeting the validity criterion. In addition to the loading factor values, the validity of convergence can also be read from the AVE values (sampled mean variance). (Ghozali & Latan, 2015) states that the AVE value must be greater than 0.50.

Table 1. Average Variance Extracted (AVE)

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Emotional Intelligence	0.830	0.896	0.839	0.513
HR Competence	0.898	0.901	0.924	0.710
Organization Commitment	0.852	0.859	0.910	0.771
Employee Performance	0.924	0.924	0.943	0.769

Source: Results of data processing, 2023

The above model is said to meet the convergence validity criterion because the AVE values for each variable are greater than 0.50. In addition, reliability tests were performed to measure variable precision (Ghozali & Latan, 2015), composite reliability scores, and Cronbach's alpha function greater than 0.70 for variable reliability. The effects are proven within the table below.

Table 2. Average Variance Extracted (AVE)

Variabel	Cronbach's Alpha	Average Variance Extracted (AVE)
Emotional Intelligence	0.830	0.513
HR Competence	0.898	0.710
Organization Commitment	0.852	0.771
Employee Performance	0.924	0.769

Source: Results of data processing, 2023

All study variables are assumed to be valid because the discriminant validity is satisfied. The test results show that all variables are greater than 0.70 (Cronbach's alpha and combined reliability). In summary, all variables are reliable.

To examine the extent of the relationship (entanglement) between hypothesis variables, we need to perform inner model testing. For testing the internal model, refer to the r-squared table below.

Table 3. R Square

	R Square	R Square Adjusted
Employee Performance	0.692	0.683

Source: Results of data processing, 2023

The employee performance variable belongs to the strong category with an R-squared value of 0.692. This result means that 69.2% of employee performance is influenced by emotional intelligence, HR competence, and organizational involvement, and the remaining 30.8% is influenced by other variables outside of this study.

### 3. RESULT AND DISCUSSION

In this study, the direct effect hypothesis was tested by testing the t-statistic and p-value. For models declared valid and reliable, the T-statistic and P-value tests are bootstrapped. Hypothetical results are accepted if  $T_{count} > T_{table}$  (1.960) or values of  $P_{values} < 0.05$ . These results are shown in Table below.

Table 4. Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Emotional Intelligence -> Employee Performance	0.468	0.508	0.106	4.421	0.000
HR Competence -> Employee Performance	1.012	0.948	0.294	3.438	0.001
Organization Performance -> Employee Performance	0.625	0.614	0.30	2.021	0.044

Source: Results of data processing, 2023

From the hypothesis test table above, this can be explained as follows : Hypothesis 1: The p-value for emotional intelligence is  $0.000 < 0.05$ , indicating that employee performance is positively affected by emotional intelligence. This means that the higher your emotional intelligence, the better your employees will perform.

Hypothesis 2: Since the p-value for HR proficiency is  $0.000 < 0.05$ , we can conclude that HR proficiency has a positive impact on employee performance (Y). In other words, the higher the HR competency, the higher the employee's performance.

Hypothesis 3: Since the p-value for organizational engagement is  $0.000 < 0.05$ , we can conclude that organizational engagement has a positive impact on employee

performance (Y). This means that the higher the level of engagement with the organization, the better the employee's performance.

#### 4. CONCLUSION

Based on research and discussion of the impact of emotional intelligence, interpersonal skills, and organizational engagement on PT employee performance. XYZ leads us to the following conclusions. Human resources are becoming increasingly important to efficient management systems. Representative execution is quite possibly of the main element that impact achievement. Thus, the human assets of the board in an association have become one of the main elements of an organization. 1. Emotional intelligence has a significant effect on employee performance. In order for employee performance to increase, you can increase optimism so that you tend to be much more productive and effective in whatever you do. 2. HR Competence has a significant effect on employee performance. To be able to improve employee performance can be done with the ability to master technology in daily work processes to make it more effective and efficient. 3. Organizational Commitment has a significant effect on work motivation. To be able to increase work motivation can be done by increasing normative commitment to responsibility at work. This research is expected to provide a theoretical contribution to the literature in this context. This research only takes samples based on indicators for future research, all populations are taken as samples, then for future research it is necessary to add variables such as knowledge sharing, job satisfaction, organizational culture and innovative work behavior and other variables so that what factors can increase or reduce performance.

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