

# The Effect of Emotional Intelligence, Teamwork, Organizational Culture and Empathy on Employee Performance

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**Abstract**—This study aims to analyze the effect of emotional intelligence, teamwork, organizational culture, and empathy on employee performance in the Credit Card Rescue Unit (SKPK). The population in this study amounted to 35 employees. The sample used is as many as 35 respondents. The sampling method uses a saturated sample. Data collection methods using survey methods, with the research instrument is a questionnaire—data analysis method using Partial Least Square (PLS). The results of this study indicate that the emotional intelligence variable has a significant positive effect on employee performance. Teamwork has a significant positive effect on employee performance; organizational culture positively affects employee performance. Empathy has a significant positive effect on employee performance.

**Keywords**—emotional intelligence, teamwork, organizational culture and empathy for employee performance

## I. INTRODUCTION

Human resources are one of the key factors in economic reform, namely how to create quality human resources with skills and are highly competitive in global competition. The position of human resources, especially about quality in a larger system, namely the strategy of an organization [1].

In order for management activities to run well, companies must have knowledgeable employees and have high skills and efforts to manage the organization optimally so that employee performance increases. An employee's performance is an individual thing because each employee has a different level of ability in carrying out their duties. The management can measure employees on their performance based on the performance of each employee. Performance depends on the combination of ability, effort, and opportunities obtained [2].

The factors that affect performance are individual factors (ability, skills, family background, work experience, social level, and a person's demographics), psychological factors (perceptions, roles, attitudes, personality, motivation, work environment, and job satisfaction) and organizational factors

(organizational structure, job design, leadership, and rewards) [3].

These factors have an important role in developing the quality of employee work in achieving goals. Companies and employees are two things that need each other. If employees succeed in bringing progress to the company, the profits will be reaped by both parties. For employees, success is an actualization of self-potential as well as an opportunity to fulfill their needs. As for the company or organization, success is a means towards the growth and development of the company [4].

This research is about the Credit Card Rescue Unit (SKPK) at a bank, which was formed to increase the rate of return of non-performing productive assets through restructuring and credit settlement, located in Jakarta. This Credit Card Rescue Unit consists of employees. The Credit Card Rescue Work Unit was established to increase the rate of return on non-performing productive assets through restructuring and settlement of credit or non-performing debtors.

The phenomenon that occurs in the Credit Card Rescue Unit (SKPK) division at the head office is employees' stress due to many differences, understanding, managing emotions in conflicts or problems that occur. Lack of a sense of responsibility, a commitment by employees so that the assumptions or values applied are not well received by employees. As well as the lack of sensitivity in understanding employees' feelings to one another, so that employee performance decreases and does not match the expectations of the bank leadership.

Realizing the importance of human resources in an organization is required to have the ability to manage emotions at work in order to achieve good work results. Companies must also participate in improving their skills, knowledge, and abilities in work and provide basic assumptions that are created or developed by a group and have a high ability to appreciate the consequences of human behavior on others. The above phenomenon can result in the emergence of organizational

gaps, which impact performance decline, causing a decrease in company profits as well.

Emotional intelligence is the ability to control oneself, enthusiasm, perseverance, and the ability to motivate oneself. Emotional intelligence rests on feelings of the character and moral instincts [5]. There is increasing evidence that basic ethical attitudes in life stem from the emotional abilities that underlie them. A person with good emotional intelligence is most likely to succeed because he can master thinking habits that encourage productivity. On the other hand, Teamwork is one of the factors that affect employee performance. To obtain and maintain quality human resources, leaders need to pay attention to corporate culture and Teamwork, which can later improve employee performance at the company [6].

In addition, organizational culture is also one of the factors that affect employee performance. In organizational culture, each individual always has different characteristics from one another. Organizational culture is a way of interacting between employees with one another. If the organizational culture that is applied is good, it will also have a good impact on the resulting performance of the company [7]. Another factor that affects performance is empathy. *Empathy* is an affective response that comes from understanding the emotional state of others, feelings that are similar to what other people feel. Social sensitivity or empathy in each person can be different. Empathy usually grows from childhood, following parents [8].

The problems that will be raised in this study are:

- Does Emotional Intelligence affect the performance of employees in the Credit Card Rescue Unit at PT Jakarta Bank?
- Does Teamwork affect the performance of employees in the Credit Card Rescue Unit at PT Jakarta Bank?
- Does Organizational Culture affect the performance of employees in the Credit Card Rescue Unit at PT Jakarta Bank?
- Does empathy affect the performance of employees in the Credit Card Rescue Unit at PT Jakarta Bank?

The purpose of this study was to determine and analyze the effect of emotional intelligence, teamwork, organizational culture, and empathy on employee performance in the Credit Card Rescue Work Unit at PT Jakarta Bank.

## II. LITERATURE REVIEW

### A. Performance

Employee performance is the result of quality work that an employee appreciates in carrying out their duties under the responsibilities given to them [9]. Performance is something that is displayed by a person or a process related to the assigned work task [10]. Performance is not the last end of a

series of work processes but the overall appearance that starts from process input activities, outputs, and outcome materials.

Performance is the achievement achieved by a person in carrying out the tasks and work assigned to him [11]. Zia-ur-Rehman et al. [12] asserts that performance is important for the company, especially the performance of employees who can bring the company to the achievement of the expected goals. The level of achievement of good or bad performance from employees can affect the good or bad performance of the company. According to Sudarwati [13], in an organization, performance needs to be considered in organizational effectiveness. Performance is the result of work achieved in quality and quantity by an employee in carrying out his duties under the responsibilities given to them.

### B. Emotional Intelligence

Emotional intelligence is the person who stands out in real life, those who have warm, close relationships and become stars at work [5]. These are also the main characteristics of character and self-discipline and compassion, basic skills needed if people hope to create a prosperous society. Emotional intelligence is a person's ability to assess emotions in self and others, understand the meaning of these emotions and regulate one's emotions regularly [14]. Meanwhile, according to Opengart and Bierema [15], emotional intelligence is a set of abilities to feel and express emotions, assimilate emotions in thinking, understand and reason with emotions and connect emotions in oneself and others. Based on the opinions given by these experts, it can be concluded that emotional intelligence is the ability of a person to assess, understand, regulate, assimilate and relate emotions in oneself to others.

### C. Teamwork

Teamwork is a group of employees who do a job assigned by the leader [16]. The implementation of the work prioritizes togetherness, mutual trust, and support. Good group performance will optimize group performance and provide satisfaction to their superiors. In addition, Robbins et al. [17] reveal that teamwork is a group that has individual efforts that produce greater performance than the number of individual inputs. It means that the performance achieved by teamwork is better than the performance of an individual in an organization or a company. Yanidrawati [18] state that teamwork is a group that has harmonious bonds and interactions that spur change, personal and organizational growth, and development.

### D. Organizational Culture

According to Koesmono [19] defines organizational culture as follows: Organizational culture is a set of shared, accepted assumptions with the implicit assumption that the group holds and determines how it perceives, thinks about, and reacts to its various environments. According to Kusworo [20], organizations that employ employees with values that are not following organizational values will produce employees who do not have motivation and commitment and are dissatisfied

with the level of satisfaction customers feel from the organization or company. Organizational culture is a shared meaning held by members that distinguish an organization from other organizations. Robbins also argues that organizational culture reflects the traits and characteristics that are felt to be contained in the work environment and arise because of organizational activities that are carried out consciously or not and are considered to affect the organization's behavior and personality [14].

**E. Empathy**

According to Antonio et al. [21], it can be interpreted as understanding the thoughts and feelings of other people by placing oneself into that person's psychological framework. Empathy is a person's ability to recognize and understand the emotions, thoughts, and attitudes [22]. Various beings can feel things that other beings feel, without him having to experience them directly, and humans tend to be the ones who have this capacity most strongly. Empathy occurs through appreciation, not just capturing the discourse of [23].

Based on the theoretical study and the results of previous research, the researcher can describe the framework of thinking logically, flowing from the research problem, the theory used, and the relationship between the variables that are a reflection of the data/phenomenon studied, systematically described as in the Figure 1.

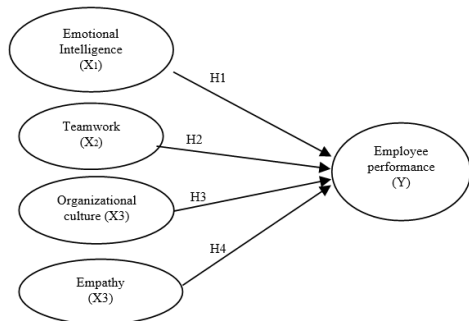


Fig. 1. Conceptual framework.

TABLE I. HYPOTHESIS TEST RESULTS

|   | Original Sample | Standard Deviation | T-Statistics | P Values | Explanation            |
|---|-----------------|--------------------|--------------|----------|------------------------|
| Employee emotional → Performance intelligence | 0.313           | 0.115              | 2.718        | 0.001    | Positive - Significant |
| Teamwork → Employee Performance               | 0.214           | 0.107              | 2.000        | 0.046    | Positive - Significant |
| Organizational culture → Employee Performance | 0.544           | 0.091              | 5.949        | 0.000    | Positive - Significant |
| Empathy → Employee Performance                | 0.227           | 0.103              | 2.204        | 0.012    | Positive - Significant |

Source: Data is Processed with PLS

**A. The Effect of Emotional Intelligence on Employee Performance**

Based on the hypothesis test in this study, the results of the T-statistic value is 2.718, the value of the original sample is 0.313, and the value of P-Values is 0.001. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-Values value shows less than 0.05. These results indicate that emotional

**III. METHODS**

The research design used in this study is a causal relationship. A causal relationship is a type of research that is useful for measuring relationships between research variables or analyzing how one variable affects other variables. According to Sugiyono [24], this type of research is quantitative, namely research whose data is related to numbers obtained from measurements and the value of data obtained by changing qualitative into quantitative data. This study aims to test the hypothesis about the effect of one or several variables on other variables with statistical tests. The sample in this study was 35 employees in the credit card rescue unit (CCRU) office at PT Bank Jakarta with a saturated sampling technique.

The technique in this research is a direct survey of the Credit Card Rescue Unit (CCRU) employees. The survey was conducted by distributing questionnaires to employees of the Credit Card Rescue Unit (CCRU).

The data analysis method in this study uses Component or Variance Based Structural Equation Modeling, where the data processing uses the Partial Least Square (Smart-PLS) version 3.0 program.

**IV. FINDING AND DISCUSSION**

Hypothesis testing results (estimated path coefficient). The estimated value for the path relationship in the structural model must be significant. The bootstrapping procedure can obtain the significance value of this hypothesis. Seeing the significance of the hypothesis by looking at the parameter coefficient values and the T-statistical significance value in the bootstrapping report algorithm. In finding out whether it is significant or not, it can be seen from the T-table at alpha 0.05 (5%) = 1.96, and then the T-table is compared with the T-count (T-statistics) [25]. Hypothesis testing results can be seen in Table 1.

intelligence has a positive and significant effect on employee performance. The results of research conducted by [26-30] show that emotional intelligence affects the way employees work and attitudes as human resources in a company, the higher the level of emotional intelligence of an employee, the better the performance.

### *B. The Effect of Teamwork on Employee Performance*

Based on the hypothesis test in this study, the results of the T-statistic value were 2,000, the original sample value was 0.214, and the P-Values were 0.046. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-value shows less than 0.05; this result indicates that teamwork has a positive and significant effect on employee performance. The research results conducted by Juhász [31] stated that there is a positive correlation between teamwork and employee performance; the better the cooperation between employees, the better performance. It is also with the results of research conducted by Marpaung [32], whose research shows that teamwork significantly influences employee performance. Furthermore, the results of research conducted by Hakimian et al. [33] state that teamwork influences employee performance.

### *C. The Influence of Organizational Culture on Employee Performance*

Based on the hypothesis test in this study, the results of the T-statistic value is 5.949, the original sample value is 0.544, and the P-Values is 0.000. The T-statistic value is greater than the T-table value of 1.96. The original sample value shows a positive value, and the P-Values value shows less than 0.05; these results indicate that organizational culture has a positive and significant effect on employee performance. The results of this study Kuswati [34] found that organizational culture had a significant positive effect on employee performance. It is following research by [35-40] that there is a positive and significant relationship between organizational culture and employee performance. The results of research on organizational culture affect employee performance [41].

### *D. The Effect of Empathy on Employee Performance*

Based on the hypothesis test in this study, the T-statistic value was 2.204, the original sample value was 0.227, and the P-Values was 0.012. The T-statistic value is greater than the T-table value of 1.96, the original sample value shows a positive value, and the P-Values value shows less than 0.05. These results indicate that empathy has a positive and significant effect on employee performance. This study conducted by Trihandini [42] and Syarif and Apriatna [43] showed that empathy had a significant positive effect on employee performance. Empathy is the ability to feel what others feel and understand their perspective, foster trusting relationships, and align oneself with various people [44].

## V. CONCLUSION

This study tries to analyze the variables related to Emotional Intelligence, Teamwork, Organizational Culture, Empathy, and Employee Performance. The results of this study were obtained from research on employees of PT Bank Jakarta in the CCRU (Credit Card Rescue Work Unit). From the calculations in this study, the following conclusions can be drawn: (1) Emotional Intelligence has a significant positive effect on employee performance at PT Bank Jakarta employees

in the CCRU (Credit Card Rescue Work Unit) section. (2) Teamwork significantly affects employee performance at PT Bank Jakarta employees in the CCRU (Credit Card Rescue Work Unit). (3) Work Organizational Culture significantly affects employee performance at PT Bank Jakarta employees in the SKPK (Credit Card Rescue Work Unit). (4) Empathy significantly affects employee performance at PT Bank Jakarta employees in the CCRU (Credit Card Rescue Work Unit).

### *A. Suggestion*

- For the leadership of the credit card rescue unit (CCRU) to have creative ideas to advance the company, be able to become a problem solver for problems that occur in the company.
- to build good cooperation between employees in completing work by holding teamwork-based activities to create a spirit of leadership and responsibility in completing work, having positive initiatives in achieving goals.
- can provide long-term direction and inform the mission that explains the company's main goals.
- For the leadership of the credit card rescue unit (CCRU), in order to be good listeners, employees must be able to understand the emotions, thoughts, and attitudes of others towards the conditions being experienced and pay attention to all problems expressed by other people to them thereby improving employee performance.
- For further researchers, it is better to develop this research by adding variables such as motivation, work environment, work support, work discipline, and promotion.

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