The Influence of Emotional Intelligence, Competence and Organizational Culture on Employee Performance PT. LAZADA Logistic

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Keywords	ABSTRACT
Influence, Emotional Intelligence, Competence, Organizational Culture, Employee Performance.	The purpose of writing the study is to analyze: (1) The Effect of Emotional Intelligence on Employee Performance. (2) Effect of Competence on Employee Performance. (3) The Effect of Organizational Culture on Employee Performance. This study explains both partially and simulatan, The method used in this study is a quantitative method to find out the influence between variables, where hypothesis testing uses descriptive statistical analysis and multiple linear regression analysis. The sample was 109 people. The results of this study state that there is an influence between emotional intelligence, competence, organizational culture on employee performance.

INTRODUCTION

The existence of the current period of human energy sources is always in the spotlight and focus for an industry or organization to survive in the era of globalization. Human energy sources have a very significant role in a company or an organization because human energy sources are an industrial property that must be raised properly. Human energy sources are one of the energy sources that can be the pioneers of other energy sources in achieving an industrial goal.

With the continuation of time and economic development at this time, the demands of organizations to carry out good management so that every aspect, categorized aspects of human energy sources because human energy sources are keywords in ensuring success and failure in the organization to create a goal. Human Energy Resources Management is a part of managing an organization that is focused on the human energy source. Employees are energy sumers to have because it is meaningful for the company because they have expertise, energy, and ability because it takes the company to achieve a goal; performance for the industry is sought after by people who depend on their expertise, motivation, and support from someone who is obtained. The development of the business world will be socialized if it is supported by using human energy sources that have a good level.

However, something about it is that the organization is not just experiencing a big productivity goal; it is better to also look at the performance in the process of achieving productivity. Therefore, management is needed to determine the quality of an employee through the process of revising procedures and employee development models and ensuring that employees can carry out their work properly. Performance can be intended as the result of the achievements of people and the existence of abilities and actions in certain matters (Purady, 2019). Performance management is the totality of work that can be carried out to improve industrial and organizational performance, and there is also the performance of individuals or work organizations in the company.

Every employee has disputes or differences in the nature of a person as a result of any diversity of background problems that currently exist, because this will affect activities or work, therefore it will

play the same role as the attitude and behavior of employees so on in doing their work. Therefore, to create and carry out this competency-based human resource management system, emotional intelligence is "one of the key journeys in carrying out competitive advantage to build a goal in the institution and aim to strengthen human resources in a group of organizations". (Kuswandi Jaya, et al.2012)

Emotional Intelligence is a condition in which individuals are required to be able to control themselves, spirit, emotions, and survive in undergoing stress at any time due to good causes in the work environment or outside the work environment and have a bad impact on the future. In addition to other emotional intelligence, competence can also gain strength in employee performance. Competency is the skill possessed by an employee in order to be able to carry out orders and work that is based on the expertise and intelligence of employees and is caused by the employee's work behavior.

Therefore, in order to improve employee behavior, and it can be known as what competencies can be possessed by employees because individual employees can be competent will provide the best expertise for a company. Therefore, an organization can be considered what characteristics are really needed for the progress of a company. So one of the things that can happen in negotiations is competence. Competence in believing as a factor can hold the key to individual victory in its work (Suriati 2018).

Performance in today's companies today needs to be needed research in its management. The performance of employees in a company is not managed properly, because the first thing that hinders a company's process in achieving a goal. Performance regulation requires adaptation to the operating framework. Therefore, the organization is felt to need to take into account the organizational culture so that it is tenagga and also in the direction of a company that is intended to use various applicable company boundaries. When a company has customs, an organization can be powerful, it can have a very good impact and can be used well with the group of organizations and can also facilitate an organizational activity. A strong organizational culture cannot always run using easy things, because it requires adjustments in it. .

Organizational Culture is the value of a norm, habit, and belief inherent in employees in an organization as a result of the formation of a behavior of participants in the same behavior (Nahdluddin et al, 2015). In organizations that have custom with energy can also have an influence on the effectiveness of employee attitudes and performance. Synchronous employee performance uses the culture of an individual embraced by an organization. Therefore, the application of culture in organizations and companies produces the attitude of these employees, rather than that they carry out their activities and achieve a company goal (Wardani et al, 2016). In the research conducted (Nahdluddin et al, 2015) discussed "Organizational culture plays a good and significant role in employee performance. Based on the descriptive statistics of organizational culture as a whole, including very high criteria.

Current research is aimed at the conditions that are being experienced by the employees of PT. Lazada Logistic Area Cimanggis in order to find out whether emotional intelligence, competence, and organizational culture can affect employee performance. Lazada is a company that runs in the field of buying and selling services online media and e-commerce retail, due to the development of the internet technology incubator company from Germany, namely Rocket Internet.Rocket Internet has also advanced to make a lot of innovative and creative companies in many all ends of the world, and is located in Berlin, Germany. Other projects owned by Rocket Internet in Indonesia besides that are Zalora, foodpanda, traveloka. In the first stage of its development, Rocket Internet Poly is very helpful from the origin of choosing expert energy, investing funds, and implementing a technological medium.

Lazada is a company engaged in e-commerce retail in Indonesia hoping to get something easy for the public in buying a lot of types of goods from various choices, starting from the origin of electronic goods, residential designation, health products to beauty products, and sufficient access to sites or

software from lazada. Given the use of triple payment facilities and Cash on delivery, convenience is provided for buyers, especially in Indonesia to get a dreamed of the latest item. Instead of that, conveying ease of payment, Lazada also conveys a variety of promos and bonuses using dikon, low prices, and offers that are certainly attractive to consumers.

According to the data, the results of the study show that the performance of PT. Lazada Logistic Area Cimanggis before achieving something a company wants, then in the last 3 years the performance of employees at Lazada logistics Area Cimanggis has increased. Based on the background described above, therefore researchers are interested in conducting research on "The Effect of Emotional Intelligence, Competence and Organizational Culture on Employee Performance of PT. Lazada Logistic".

METHODS

This research adopts quantitative methods with a focus on employees of PT. Lazada Logistic Cimanggis as the object of research. Primary data is obtained through questionnaires distributed to employees, with the population of all employees in the company and sampling using the Saturated Sampling technique. The data collection method involves a closed questionnaire with a Likert scale as a measurement tool for employee attitudes, opinions, and perceptions related to Employee Performance, Emotional Intelligence, Competence, and Organizational Culture variables. Data analysis used descriptive statistics and multiple linear regression, with instrument tests for questionnaire validity and reliability. Tests of classical assumptions, such as normality, multicollinearity, and heteroscedasticity, are performed to verify regression models. Hypothesis tests, including the t test and the F test, are used to evaluate the effect of the independent variable partially and simultaneously on the dependent variable. The results of this analysis will be used to assess the feasibility of the regression model developed in this study.

RESULTS

Test Instruments

The results revealed that the questionnaire used to measure the variables of Emotional Intelligence, Competence, Organizational Culture, and Employee Performance had successfully passed the validity and reliability test. With a significant correlation value (r count) and high reliability (Cronbach's Alpha), it can be concluded that the measurement instrument used is valid and reliable. Descriptive statistical analysis shows the characteristics of the research sample, with mean values, standard deviations, and data ranges from each variable. Overall, these findings provide confidence that the data obtained through these questionnaires are reliable, and the results of this study can be considered as a solid foundation for further analysis and interpretation of the relationship between Emotional Intelligence, Competencies, Organizational Culture, and Employee Performance.

Classical Assumption Test

Normality Test

A normality test is "a test used to test whether residual values result from abnormally or abnormally distributed regression. Values with normally distributed residuals are a good repression model" (Priyatno, 2012). Research can be declared normal if the test results with Kolmogorov-Smirnov show results with a significance of > 0.05.

Table 1. Normality Test Results

N		109
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.09844954
Most Extreme Differences	Absolute	.079

	Positive	.072
	Negative	-.079
Test Statistics		.079
Asymp. Sig. (2-tailed)		.093c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source : Researcher, 2023

Sourced in table 1. states that the results of the normality test using the Kolmogorov Smirnov Test display a significance of 0.093. This number is seen as greater than 0.05. This matter can be referred to if the information in this study is the dependent variable and the independent variable has been distributed normally.
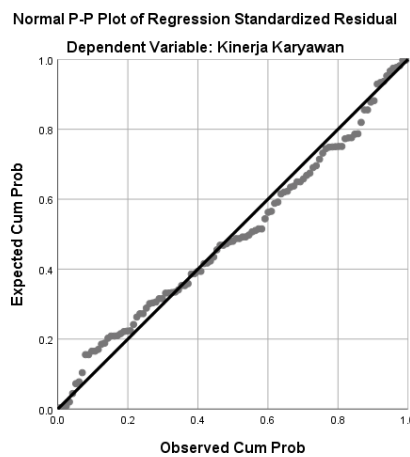

Figure 1. P Graph -Plot residuals

Sourced from figure 1. P -Plot residual graph shows that the spread of research information goes along a straight line. This matter can be meant if the information in this research can be said to be reasonable, so that the information can be used as research.
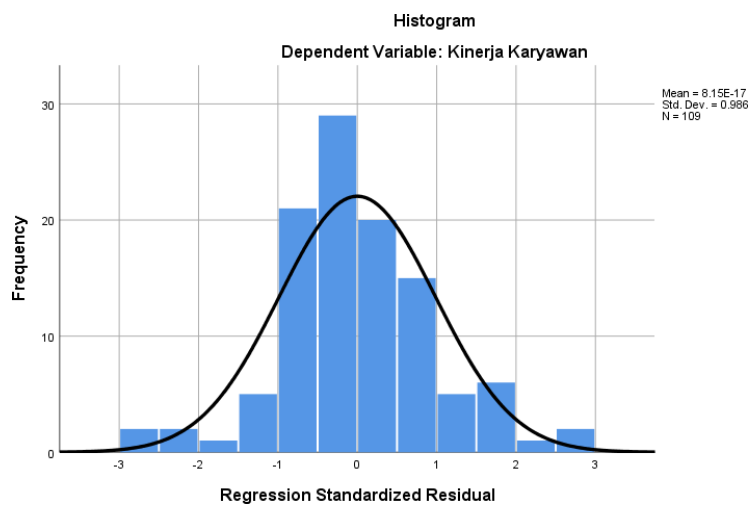

Figure 2. Histrogram Graph of Normality Test Results

Sourced in figure 2. It is known that the natural curve is bell-shaped. It can be concluded that the

information used in this research can be declared reasonable and can be used in this study.

Multicollinearity Test

Has the meaning of independent intervariables has a perfect linear bond (correlation coefficient is large or let alone 1) between independent variables in the regression model. The method to recognize the presence or absence of indications of multicollinearity by looking at the value of VIF or Variance Inflation Factor and Tolerance, if the value of VIF < 10 and Tolerance > 0.1 until it is declared that multicollinearity is not established (Ghozali, 2011).

Table 2. Multicollinearity Test Results

	Coefficientsa							
Type	Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1 (Constant)	3.077	1.492			2.063	.042		
Emotional Intelligence	.165	.070		.161	2.370	.020	.637	1.571
Competence	.127	.063		.111	2.004	.048	.966	1.035
Organizational Culture	.712	.070		.696	10.177	.000	.631	1.585

a. Dependent Variable: Employee Performance

Source : Researcher, 2023

Based on table 4.11 states that the results of the multicollinearity test show that the value of the emotional intelligence variable tolerance (X1) is 0.637 >0.1 and the VIF value is 1. 571< 10, the tolerance value of the competency variable (X2) is 0.966 > 0.1 and the VIF value is 1, 035< 10, and the tolerance value of the organizational culture variable is 0.631>0.1 and the VIF value is 1. 585 < 10. Until it can be bound if there is no multicollinearity to the independent variable. So that regression models can be used.

Heterokedasticity Test

The heteroscedasticity test is used to identify whether or not there is a deviation from the classical assumption of heteroscedasticity, that there is no variance of the residual for all observations of the regression model. The heteroskedaticity test includes "with the Spearman'sirho correlation coefficient test, looking at point patterns on regression graphs, Park tests, and Gleser tests". The following is the result of the calculation of the Heterokedasticity test using the Glacier Test

Table 3. Heterokedasticity Test Results

Type	nstandardized Coe eficients		Standardiz ed Coeeficients	t	Sig.	Information
	B	Std. Error	Beta			
(Constant)	4.750	.959		4.952	.000	
ORGANIZATIONAL INTELLIGENCE (KO)	-.062	.045	-.164	-1.383	.170	No heterokedasticity
COMPETENCE	-.055	.041	-.128	-	.184	Not Happening

(K)					1.338			
ORGANIZATION AL CULTURE (BO)	-.021	.045	-.056		-.469	.640	No heterokedasticity

Coefficientsa

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.750	.959		4.952.000	
	Emotional Intelligence	-.062	.045	-.164	-1.383.170	
	Competence	-.055	.041	-.128	-1.338.184	
	Organizational Culture	-.021	.045	-.056	-.469.640	

a. Dependent Variable: Res

Source : Processed by Researchers, 2023

Sourced in table 3. Where the significant level of each variable > 0.05 which means that this research information does not exist or is free from heterokedasticity. After all instrument tests and classical assumption tests were tried and the results of the test said that questionnaire information could be used for research, until then multiple linear regression analysis tests could be tried.

Hypothesis Testing

Multiple Linear Regression Analysis

Multiple linear regression analysis aims to test each independent variable whether or not it has an influence on the dependent variable simultaneously or partially. In this case, the independent variables, namely emotional intelligence, organizational culture, and competence have a positive and significant relationship with the dependent variable which is employee performance. Here is table 4. which is the result of multiple linear regression analysis:

Table 4. Multiple Linear Regression Analysis Results

Coefficientsa

Type		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.077	1.492		2.063	.042
	Emotional Intelligence	.165	.070	.161	2.370	.020
	Competence	.127	.063	.111	2.004	.048
	Organizational Culture	.712	.070	.696	10.177	.000

a. Dependent Variable: Employee Performance

Source : Researchers 2023

Based on table 4.13 the results of multiple linear regression analysis are as follows:

Y   = α + β1X1 + β2X2+ β3X3 + e

KK   = 0.161 TO + 0.111 K + 0.696 BO

1. The result of X1 (b1) is 0.161. Shows that emotional intelligence variables have a positive influence on the performance of employees, which means that each intertwined increase in emotional intelligence variables around by units until employee performance also increases by approximately

0.161.

2. The yield of indigo X2 (b2) is 0.111. Shows that competency variables have a positive influence on employee performance, which means that each intertwined increase in competency variables by units until employee performance also increases by approximately 0.111.

3. The result of X3 (b3) value is 0.696. Showing the results of organizational culture variables have a positive influence on the performance of employees, this shows that every increase in organizational culture variables by units, employee performance will increase by approximately 0.696.

Coefficient of Determination Test

This test is used to determine how much influence emotional intelligence, organizational culture, and competence also on employee performance. The following is shown in Table 5. which is the result of the Coefficient of determination Test.

Table 5. Coefficient of Determination Test Results

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.831a	0,690	0,681	3.142

Model Summary[b]

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.831a	.690		.6813.142

a. Predictors: (Constant), Organizational Culture, Competence, Emotional Intelligence

b. Dependent Variable: Employee Performance

Source : Researcher, 2023

Sourced in table 5. that the coefficient of determination displaying the Adjusted R Square value is 0.681. The point is that the value of 6.9% which is the dependent variable is employee performance can be summarized by 3 independent variables namely emotional intelligence, competence, and others.

Test t (Partial)

This test is used to determine independent variables including emotional intelligence, competence, and organizational culture whether it can have a significant or insignificant effect on the dependent variable, namely employee performance. If the results of statistical testing display a sig value of < 0.05, then Ha is accepted, this can show that the independent variable has a significant influence on the dependent variable. Meanwhile, if reversed with different observations, if the calculation results show that the sig value > 0.05, then Ha is rejected meaning that the independent variable does not have a significant influence on the dependent variable. The following is below in table 6. is the result of the calculation of Test T.

Table 6. Test Results t (Partial)

Coefficientsa					
Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	3.077	1.492		2.063	.042
	Emotional Intelligence	.165	.070	.161	2.370	.020
	Competence	.127	.063	.111	2.004	.048
	Organizational Culture	.712	.070	.696	10.177	.000

a. Dependent Variable: Employee Performance

Source: Researcher, 2023

The above results can be interpreted as follows, including:
1. Testing the emotional intelligence variable hypothesis (X1) displayed a significance of 0.017 < 0.05. Based on these calculations, it can be concluded that there is a positive and significant influence of emotional intelligence on employee performance. This means that Ha1 is accepted.
2. Hypothesis testing of the competency variable (X2) displayed a significance of 0.047 < 0.05. Based on these calculations, it can be concluded that there are positive and significant influences of competence on employee performance. This means that Ha2 is accepted.
3. Testing the organizational culture variable hypothesis (X3) showed a significance of 0.000 < 0.05. Based on calculations, it is concluded if there is a positive and significant influence of organizational culture on employee performance. This means that Ha3 is accepted
4. Sourced in table 4. 16 The significance values obtained by the equation in table 4. By 0.000 < 0.05, where this subject displays simultaneously the variables Emotional Intelligence (X1), Competence (X2), and Organizational Culture (X3) have a significant influence on employee performance variables (Y). This can be meant if the 4th hypothesis is tested there is a simultaneous positive and significant influence on Emotional Intelligence, Competence, and Organizational Culture with Employee Performance.

Model Due Diligence
F Test (Simultaneous)
The F test in this study is used to be expected to determine the significance of the effect simultaneously. So the researcher conducts hypothesis testing simultaneously with criteria including:
1. If Fcalculate > Ftable, H0 is rejected and if Ha is accepted, it indicates a significant influence between the independent variable and the dependent variable.
2. If Fcalculate > Ftable, H0 is accepted and if Ha is rejected it indicates that there is no significant influence between the independent variable and the dependent variable.

The following is below in table 7. is the result of Test F:

Table 7. F Test Results (Simultaneous)

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	2412.541	3	804.180	81.445	0,000
Residuals	1046.632	105	9.874		
Total	3459.173	108			

ANOVAa

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2309.910		3769.970	77.974	.000b
	Residuals	1036.842	105	9.875		
	Total	3346.752	108			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Competence, Emotional Intelligence

Source : Researcher, 2023

In table 7. shows that the significance value obtained in the equation in Table 7. At 0.000 < 0.05, this shows that simultaneously the variables Emotional Intelligence (X1), Competence (X2), and Organizational Culture (X3) have a significant influence on employee performance variables (Y). It can then be stated that hypothesis 4 is proven to have a positive influence and has simultaneous significance on Emotional Intelligence, Competence, and Organizational Culture with Employee Performance.

Discussion

The Effect of Emotional Intelligence on Employee Performance (H1)

The results of the analysis show that emotional intelligence data as a variable X1 has a positive and significant influence on employee performance. Regarding this can be validated by working on the results of the t test (Partial) which has a positive sign with a calculated t value of 2.470 with a significance of 0.020. Based on these results, it can be underlined if H0 is rejected and then H1 is accepted. Results show a positive value if emotional intelligence increases until employee performance also increases.

The results of this study are in line with previous studies tried by (Tulus Wahyu Kuncoro, Sudarwati 2019) to have results, namely the significant influence on employee performance. If the intelligence possessed by each person is categorized as good, to the point of wanting to pressure employees to improve their performance. Not only that, the results of this study are also in line with studies tried by (Amilia Silmy, 2016), which show that emotional intelligence has a simultaneous and there is direct influence on employee performance. This can be demonstrated if emotional intelligence contributes positively to employee performance. If there is a population that has good emotional intelligence, until he wants to be able to manage skills optimally so that it can produce optimal performance as well.

Previous research written by (Deri Firmansyah et al., 2020) said that emotional intelligence has a positive influence, and its significance is seen in employee performance. This shows good emotional intelligence. If employees have this, it can be one of the keys to industry success. if the ability of Emotional Intelligence and emotional intelligence is one aspect that can state the truth of one's success. A study tried by (Kartini et al., 2021) tells if emotional intelligence has a positive influence and has significance on employee performance.

The Effect of Competency on Employee Performance (H2)

The results of the Competency analysis show a positive influence and significance on employee performance. This in fact can be validated with the results of the t test (Partial) which has a positive sign with a calculated t value of 2.004 with a significance of 0.048. Therefore, it can be concluded if H0 is rejected and H2 is accepted. This leads to positive results, which show that if competence is improved, it will impact employee performance to increase.

This is in line with previous research written by Jauhar Rafii (2020), which shows that competence or X2 has a positive and significant influence on employee performance if competence increases until employee performance increases as well; on the contrary, if this competency decreases until employee performance decreases. This aligns with research written by Dwi Junianto & Joko Sabtohadi (2019), which tells if competence has a positive and significant influence on employee performance. Regarding this has meaning if increasing competence can improve employee performance.

The study tried by Kartika Juanita Nurwin and Agus Frianto (2021) tells if there is a positive and significant influence of competence on employee performance. Competence is a basic characteristic of a

person that allows him to excel in his workers and a person can be said to be competent if the person has the ability to do work and is very infrequent or never makes mistakes (Ridwan, 2020). The results of this study are also in line with the results of studies tried by (Sampunto, Sutomo, and Darsono 2019) which suggest that competence states to have a positive and significant influence on employee performance and can be explained if it continues to be a large competence until it wants to continue to be a large employee performance.

The Influence of Organizational Culture on Employee Performance (H3)

Based on the results of data analysis of the variables Organizational Culture X3, it can be stated that there is a positive influence and also significant things on employee performance. This can be validated from the calculation results of the T (Partial) test which has a positive sign (+) with a calculated t value of 10.177 and with a significance value of 0.000. Based on the results of the analysis, until it can be stated if H0 is rejected and H3 is accepted. The results of the analysis that lead to a positive value will show that the organizational culture (X3) has improved until the employee's performance has also increased.

This is in line with previous research conducted by (Junianto &; Sabtohadi, 2019) which tells if there is a positive and significant influence of organizational culture on employee performance. This is meant if improving organizational culture can improve employee performance. Then there is previous research that is in line with this research conducted by (Rafii, 2020) and also conducted by (Asparida and Yuliani 2019) stating that organizational culture has a positive influence and significance on employee performance. A positive direction indicates if the organizational culture improves until employee performance increases.

CONCLUSION

The conclusion obtained in this research is that there is a significant influence of emotional intelligence, competence, organizational culture, on employee performance. After that, the direction of influence between emotional intelligence, competence, organizational culture with employee performance is positive. This can be meant, if it continues to be great emotional intelligence to continue to be great employee performance. Continue to be a great competency until it continues to be a great employee performance. Continue to be a big organizational culture until it continues to be big employee performance and vice versa if it continues to be low until employee performance is also low.

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