

## **The Influence of Emotional Intelligence and Competence on Employee Performance at PT. XYZ**

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### **Abstract**

*This study aims to determine and analyze the influence of emotional intelligence and competence on employee performance. Employee performance is crucial to achieving company goals, so it is important to manage human resources well, especially individuals' ability to manage their feelings and work capabilities. This study uses a quantitative method with a descriptive and verificative approach. Data was obtained from questionnaires distributed to 50 employees as research samples. Data analysis techniques included validity and reliability tests, multiple linear regression, t-tests, F-tests, and determination coefficients using SPSS software. The results showed that emotional intelligence had a positive and significant effect on employee performance. Competence also has a positive and significant effect on employee performance. When viewed together, emotional intelligence and competence have a significant effect on employee performance. These results indicate that the better the emotional intelligence and competence of employees, the higher their performance. Therefore, companies are encouraged to improve training and development of emotional intelligence and competence to support optimal improvement in employee performance.*

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## **1. INTRODUCTION**

Human resources are strategic assets that determine the success and sustainability of a company. In an increasingly competitive and dynamic business environment, companies are required to manage human resources effectively in order to adapt to changes in the market, technology, and customer needs. This is even more important in the logistics sector, which demands speed, accuracy, cross-functional coordination, and high-quality service. Recent research shows that human resource performance is a key factor in improving supply chain efficiency and the competitiveness of logistics companies (Rahman, Susanto, & Wijaya, 2023).

The logistics industry has complex and stressful job characteristics. Logistics employees are faced with delivery time targets, document accuracy requirements, interdepartmental coordination, and customer complaints that must be handled quickly and accurately. In these conditions, employee performance is not only influenced by technical abilities, but also by the ability to manage emotions, work together in a team, and behave professionally in dynamic work situations. Therefore, logistics companies need to understand the internal factors of employees that contribute to overall performance.

Employee performance is the result of work achieved by individuals in carrying out their duties and responsibilities in accordance with the standards set by the company. Good performance is reflected in the quality and quantity of work, timeliness of task completion, ability to work together, and responsibility for work. In the logistics sector, optimal employee performance will have a direct impact on distribution accuracy, customer satisfaction, and company reputation. Conversely, poor performance can lead to delivery delays, administrative errors, increased operating costs, and decreased customer trust (Sutrisno & Nugroho, 2024).

One internal factor that significantly influences employee performance is emotional intelligence. Emotional intelligence refers to an individual's ability to recognize, understand, and manage their own emotions as well as understand the emotions of others. Employees with good emotional intelligence are able to control stress, maintain emotional stability when facing work pressure, and build harmonious working relationships with colleagues and customers. Recent empirical studies show that emotional intelligence has a positive effect on employee performance, especially in service and logistics companies that require social interaction and quick decision-making (Al-Hawari, Obeidat, & Aqqad, 2023).

In the context of logistics, emotional intelligence is essential because employees often face unexpected situations, such as delivery delays, schedule changes, or customer complaints. Employees with high emotional intelligence tend to be better able to respond to problems calmly, communicate effectively, and maintain service quality even under pressure. Research by Putri and Lestari (2024) found that emotional intelligence plays an important role in improving employee performance through stress management and improved work relationships.

In addition to emotional intelligence, competence is also an important factor that determines employee performance. Competence includes knowledge, skills, and work attitudes that are relevant to job demands. In logistics companies, employee competency includes understanding distribution procedures, mastering logistics information systems, the ability to coordinate between departments, as well as discipline and work responsibility. Recent research shows that employees with high competency tend to be able to work more effectively, minimize operational errors, and contribute to improving organizational performance (Hidayat & Prakoso, 2023).

Technological developments and digitalization in the logistics sector also require continuous improvement in employee competencies. Employees are not only required to understand conventional work processes, but also to be able to operate digital systems, adapt to procedural changes, and improve their skills according to company needs. A study by Wibowo, Santoso, and Maulana (2025) shows that competency-based human resource development has a significant effect on improving the performance of logistics company employees, especially in facing increasingly complex operational challenges.

## 2. METHOD

This study uses a quantitative approach with a positivist paradigm and deductive thinking. This approach was chosen to test the causal relationship between emotional intelligence and competence on employee performance objectively through statistical analysis. The research design used is a cross-sectional survey, where data collection is conducted at a specific time using a questionnaire instrument.

The research subjects were all 50 employees of PT XYZ, consisting of various roles and lengths of service. The sampling technique used was a saturated sample (census), so that the entire population became respondents in the study. This method was chosen so that the data obtained could represent the actual conditions of the company as a whole.

The research data was collected through the distribution of questionnaires compiled based on indicators of emotional intelligence, competence, and employee performance. All questionnaire items were measured using a Likert scale. Instrument testing was carried out through validation and reliability to ensure the feasibility of the data used.

Data analysis techniques included classical assumption testing, multiple linear regression analysis, t-tests to examine partial effects, F-tests to examine simultaneous effects, and the coefficient of determination ( $R^2$ ) to determine the level of contribution of independent variables to dependent variables. The entire data analysis process was conducted using SPSS software.

### 3. RESULTS AND DISCUSSION

#### Respondent Characteristics

Table 4.1  
Respondent Data Based on Gender

No	Employees	Number	Weight
1	Male	27	54%
2	Female	23	46%
	Total	50	100%

Source: PT XYZ, 2025

Table 4. 2  
Respondent Data Based on age

No	Age (Years)	Frequency (People)	Percentage (%)
1	20–30	30	60
2	31–40	15	30
3	41–55	5	10
	<b>Number</b>	<b>50</b>	<b>100</b>

Source: PT XYZ, 2025

Table 4. 3  
Respondent Data Based on Education

No	Highest Level of Education	Frequency (People)	Percentage (%)
1	Bachelor's degree	35	70
2	Diploma	5	10
3	High school/vocational school	10	20
	<b>Total</b>	<b>50</b>	<b>100</b>

Source: PT XYZ, 2025

Table 4. 4  
Employee tenure data at PT XYZ

No	Years of Service	Number of Employees	Percentage (%)
1	< 2 Years	18	36
2	2–5 Years	20	40
3	5–15 Years	10	20
4	> 15 Years	2	4
	Total	<b>50</b>	<b>100</b>

Source: PT XYZ, 2025

This study involved 50 participants who were employees of PT XYZ with various characteristics. Based on gender, the respondents consisted of 27 men (54%) and 23 women (46%). In terms of age, most respondents were in the 20-30 age group, accounting for 60%, followed by the 31-40 age group, accounting for 30%, and the 41-55 age group, accounting for only 10%. The survey showed that most participants had a bachelor's degree, reaching 70%, while 20% had a high school or vocational school education, and the other 10% had a diploma.

years (40%)  
compositi  
education:  
Kecerdasan  
Emosional  
Kompetensi  
Kinerja  
Karyawan  
label Penelitian

N	Valid	50	50	50
	Missing	0	0	0
Mean		38,8600	42,6200	41,5200
Std. Error of Mean		,78663	,94540	,84912
Median		40,0000	45,0000	43,0000
Mode		40,00	45,00	43,00
Std. Deviation		5,56230	6,68501	6,00422
Variance		30,939	44,689	36,051
Range		30,00	35,00	31,00
Minimum		15,00	15,00	17,00
Maximum		45,00	50,00	48,00

Sumber: Output SPSS diolah oleh peneliti, 2026

The results of descriptive statistical analysis show that the emotional intelligence variable has an average value of 38.86, indicating that the level of employees' emotional intelligence is quite high. The competency variable has an average value of 42.62, indicating that employee competency is at a fairly high level. Meanwhile, the average value of the employee performance variable is 41.52, which indicates that employee performance is in

the good category. The standard deviation value for each variable shows that the data variation is still within the normal range.

### Instrument Quality Test

Table 4. 3  
Validity Test Results

Correlations		Decision Standard	
Statement	Calculate	R table	Decision
X1.1	0,690	0,279	Valid
X1.2	0,707	0,279	Valid
X1.3	0,707	0,279	Valid
X1.4	0,344	0,279	Valid
X1.5	0,769	0,279	Valid
X1.6	0,520	0,279	Valid
X1.7	0,486	0,279	Valid
X1.8	0,538	0,279	Valid
X1.9	0,739	0,279	Valid
X1.10	0,674	0,279	Valid
X2.1	0,816	0,279	Valid
X2.2	0,797	0,279	Valid
X2.3	0,782	0,279	Valid
X2.4	0,771	0,279	Valid
X2.5	0,803	0,279	Valid
X2.6	0,814	0,279	Valid
X2.7	0,891	0,279	Valid
X2.8	0,757	0,279	Valid
X2.9	0,764	0,279	Valid
X2.10	0,797	0,279	Valid
Y.1	0,620	0,279	Valid
Y.2	0,693	0,279	Valid
Y.3	0,743	0,279	Valid
Y.4	0,666	0,279	Valid
Y.5	0,749	0,279	Valid
Y.6	0,543	0,279	Valid
Y.7	0,419	0,279	Valid
Y.8	0,701	0,279	Valid
Y.9	0,638	0,279	Valid
Y.10	0,759	0,279	Valid

Table 4.3  
Reliability Test Results

Variable	Cronbach's Alpha
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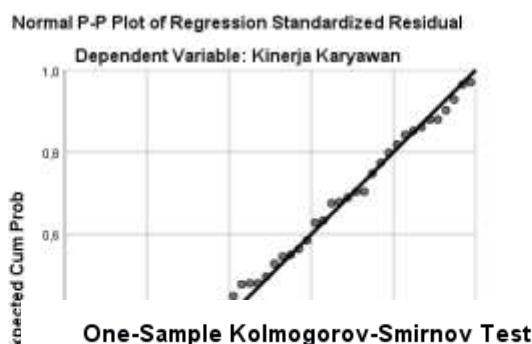
X1 Emotional Intelligence	0,815
X2 Compensation	0,937
Y Performance	0,850

The validity test results show that all items in the emotional intelligence, competency, and employee performance variables have correlation coefficients greater than the table r value (0.279), so all instruments are declared valid.

Furthermore, the reliability test results show Cronbach's Alpha values for the emotional intelligence variable of 0.815, competence of 0.937, and employee performance of 0.850. These values are above the minimum limit of 0.60, so the research instruments are declared reliable.

### Classical Assumption Tes

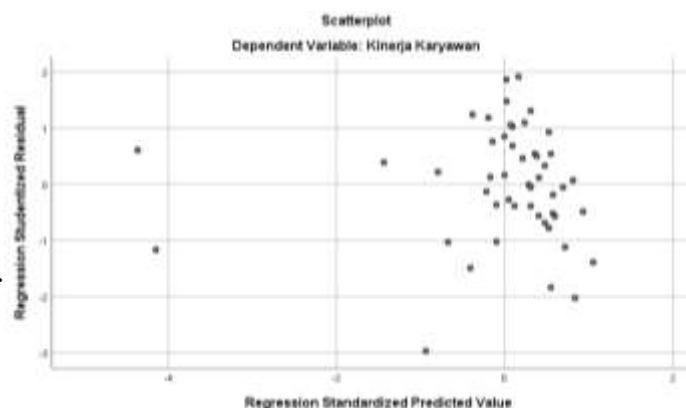
Image 4.4  
Normal P-Plot Equation I



Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
	B	Std. Error				Tolerance	VIF
1	(Constant)	5,402	3,035	1,780	,082		
	Kecerdasan Emosional	,379	,139	,351	,2,720	,009	,302
	Kompetensi	,502	,116	,559	,4,325	,000	,302

a. Dependent Variable: Kinerja Karyawan

d. This is a lower bound of the true significance.



The normality test results show that the residual data are normally distributed, as indicated by a Kolmogorov-Smirnov significance value of 0.200 ( $> 0.05$ ). The multicollinearity test shows that the Variance Inflation Factor (VIF) value of all independent variables is below 10, so there is no multicollinearity. The heteroscedasticity test results show a random residual distribution pattern, so the regression model meets the homoscedasticity assumption. Thus, the regression model is suitable for further analysis.

### Regression Analysis and Hypothesis Testing

Image 4.9

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,874 <sup>a</sup>	,763	,753	2,98249

a. Predictors: (Constant), Kompetensi, Kecerdasan Emosional

b. Dependent Variable: Kinerja Karyawan

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,402	3,035		1,780	,082
	Kecerdasan Emosional	,379	,139	,351	2,720	,009
	Kompetensi	,502	,116	,559	4,325	,000

a. Dependent Variable: Kinerja Karyawan

### ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1348,402	2	674,201	75,793
	Residual	418,078	47	8,895	
	Total	1766,480	49		

a. Dependent Variable: Kinerja Karyawan

b. Predictors: (Constant), Kompetensi, Kecerdasan Emosional

Image 4.11

The results of multiple linear regression analysis show that emotional intelligence and competence have a positive effect on employee performance. The regression equation obtained is:

$$Y = 5.402 + 0.379X_1 + 0.502X_2$$

Partially, emotional intelligence has a significance value of 0.009 (< 0.05), which indicates that emotional intelligence has a positive and significant effect on employee performance. Competence has a significance value of 0.000 (< 0.05), so that competence also has a positive and significant effect on employee performance. Based on the standardized beta coefficient value, competency is the variable that has the most dominant influence on employee performance.

The simultaneous test (F test) results show a significance value of 0.000 (< 0.05), indicating that emotional intelligence and competency together have a significant effect on employee performance. The coefficient of determination ( $R^2$ ) value of 0.763 shows that 76.3% of the variation in employee performance can be explained by emotional intelligence and competence, while the rest is influenced by other variables outside the research model.

#### 4. CONCLUSION

##### **The Influence of Emotional Intelligence on Employee Performance**

The results of the analysis show that emotional intelligence has a positive and significant effect on the performance of PT XYZ employees, as evidenced by a significance value of 0.009 (< 0.05). Thus, the first hypothesis is accepted. These findings indicate that employees' ability to manage and control their emotions, understand themselves and others, and maintain harmonious working relationships contributes to improved performance.

Employees with good emotional intelligence tend to be able to manage work pressure effectively and act professionally in dealing with work problems, resulting in more optimal performance. This finding is in line with Goleman's (2019) opinion that emotional intelligence is an important factor in individual performance success. The results of this study are also consistent with the research by Putri and Handayani (2021), which found that emotional intelligence has a positive and significant effect on employee performance.

##### **The Influence of Competence on Employee Performance**

The results of the study indicate that competence has a positive and significant effect on the performance of PT XYZ employees, with a significance value of 0.000 (< 0.05). Therefore, the second hypothesis is accepted. These findings show that competence, which includes knowledge, skills, and work attitude, plays an important role in improving employee performance.

Employees with adequate competency tend to be better able to understand their work, complete tasks on time, and produce better quality work. Competency also enables employees to work effectively and efficiently in accordance with job demands. These research results are in line with the findings of Wibowo (2020) and Lestari and Nahrisah (2022), who stated that competency has a significant effect on improving employee performance.

##### **The Influence of Emotional Intelligence and Competence on Employee Performance**

Based on the results of simultaneous testing, emotional intelligence and competence together have a positive and significant effect on the performance of PT XYZ employees. This is indicated by the significance value of the F test of 0.000 (< 0.05), so that the third hypothesis is accepted. The coefficient of determination ( $R^2$ ) value of 0.763 shows that 76.3% of employee performance variation can be explained by these two variables, while the rest is influenced by other factors outside the research model.

These findings indicate that employee performance is the result of the interaction between emotional management skills and work competence. Emotional intelligence supports psychological aspects and work relationships, while competence strengthens technical abilities in task completion. The results of this study are in line with the research by Sutrisno (2021) and Rahmawati and Prasetyo (2023), which states that the combination of psychological factors and work competence simultaneously has a significant effect on employee performance.

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