



THE INFLUENCE OF EMOTIONAL INTELLIGENCE, ORGANIZATIONAL CULTURE AND TEAM WORK ON EMPLOYEE PERFORMANCE AT THE ROYALE KRAKATAU HOTEL, CILEGON

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ABSTRACT

Employee Performance is a problem that needs attention to the organization, because Employee Performance will affect the quality of the organization in facing competition along with the times. Therefore having quality human resources (employees) is needed so that organizational goals can be achieved and can improve employee performance in an organization. Emotional intelligence, organizational culture and teamwork in previous studies can improve employee performance. The purpose of this research is to analyze a model that is expected to improve employee performance by involving emotional intelligence, organizational culture and teamwork. The novelty in this research is that there has not been any previous research that discusses emotional intelligence, organizational culture and teamwork on employee performance at The Royale Krakatau Hotel, Cilegon. The limitation of this study is only to analyze the influence of emotional intelligence, organizational culture and teamwork on employee performance at The Royale Krakatau Hotel, Cilegon.

The research method is quantitative using a questionnaire with an ordinal scale of 10 points and the sampling technique is done by simple random sampling. The number of samples used was 120 employees to test the four (4) predetermined hypotheses. The Structural Equation Model-Partial Least Square (SEM-PLS) model was used to test the statistical significance of the path coefficient. The findings of the study explain that Emotional Intelligence has a positive but not significant effect on Employee Performance, Organizational Culture has a positive but not significant effect on Employee Performance, Emotional Intelligence has a positive and significant effect on Organizational Culture, Emotional Intelligence has a positive and significant effect on Teamwork, Organizational Culture has a positive and significant effect on Teamwork, Teamwork has a positive and insignificant effect on Employee Performance.

Keywords: *Emotional Intelligence, Organizational Culture, Teamwork and Employee Performance.*

Received: 15 October 2022
Accepted: 29 November 2022
Publish: December 2022

How to Cite:

Pancasasti, R., et.al. (2022). The Influence of Emotional Intelligence, Organizational Culture and Team Work On Employee Performance at The Royale Krakatau Hotel, Cilegon *International Journal of Human Capital Management*, 6 (2), 56-68. <https://doi.org/10.21009/IJHCM.06.02.5>

INTRODUCTION

Employee performance is a problem that needs to be considered by the organization, because employee performance will affect the quality of the organization in facing competition along with the times. Therefore having quality human resources (employees) is needed so that organizational goals can be achieved and can improve employee performance in an organization. The problems that are currently developing are phenomena in the field which indicate that there are various factors that affect employee performance at The Royale Krakatau Hotel, namely emotional intelligence, organizational culture, and team work. Along with this, the factors of Organizational Culture, Emotional Intelligence and Team Work are things that really need attention, their influence can be directly felt in terms of employee performance.

Table 1
Customer Complaint Data for The Royale Krakatau Hotel for the 2021 period

Month	Complaint			Total
	Room	F&B	Engineering	
Januari	17	18	26	61
Februari	12	23	25	60
Maret	17	37	23	77
April	22	30	18	70
Mei	36	22	13	71
Juni	15	33	21	69
Juli	18	22	20	60
Agustus	22	9	12	43
September	16	15	13	44
Oktober	17	18	21	56
November	22	12	18	52
Desember	28	23	4	55

Source: Sales & Marketing The Royale Krakatau Hotel, 2022.

Based on Table 1.1, it can be seen that changes in the number of fluctuating complaints mean that the services provided are less stable so that there is still a spike in the number of complaints indicating an employee performance problem.

In order to provide the best service for customers, the management of The Royale Krakatau Hotel, Cilegon implements a strategy for implementing organizational culture within the company, namely by implementing the values that have been determined by the company to be shared by all members in the company. These values are used as standards or benchmarks by members to optimize and increase the productivity of The Royale Krakatau Hotel company. The applied corporate culture is IKHLAS culture (Integrity, Creative, Reliable, Loyal, Accountable, Synergy). To evaluate the implementation of the IKHLAS Culture, every year The Royale Krakatau conducts a Culture Internalization survey for every employee who works to measure the understanding and application of culture within the company.

Table 2
Cultural Internalization Index 2020 & 2021

No	Cultural Internalization Index		
	Aspect	2020	2021
1	Integritas	4.58	4.37
2	Kreatif	4.53	4.38
3	Handal	4.63	4.49
4	Loyal	4.59	4.45
5	Akuntabel	4.53	4.45
6	Sinergi	4.56	4.46
Index Mean		4.57	4.43

Source: HRD The Royale Krakatau Hotel 2022.

Based on the explanation in table 1.2 of the Cultural Internalization Index above, it can be seen that there has been a decline in the entire internalization index of cultural values from 2020 to 2021. This is because employees feel that the internalization of the company's cultural values has not been fully implemented.

LITERATURE REVIEW

Emotional Intelligence

According to Salovey and Meyer in Debora (2019) Emotional intelligence is part of social intelligence, including the ability to categorize social emotions, including the ability to observe other people, and use that information to direct thoughts and actions. Reynolds and Miller in Debora (2019) state that emotional intelligence can be interpreted as the ability to assess, express feelings appropriately, the ability to understand emotions, and the ability to regulate emotions which are useful for supporting emotional and intellectual development.

Goleman in Arifin (2020) defines that emotional intelligence is a person's ability which consists of various abilities to be able to motivate oneself, endure frustration, control impulsive needs or impulses, not exaggerate pleasures or distress, be able to manage reactive needs, keeping it stress-free, not crippling the ability to think and the ability to empathize with others, as well as the principle of trying while praying. Goleman also added that emotional intelligence is the other side of cognitive intelligence which plays a role in human activities which include self-awareness and impulse control, persistence, enthusiasm and self-motivation as well as empathy and social skills. Emotional Intelligence is more aimed at recognizing, understanding and realizing emotions in the right portion and efforts to manage emotions.

According to Ranthy et al (2021) Emotional intelligence is defined as the ability or skill to control oneself, have high enthusiasm and perseverance, be able to motivate oneself to do something, and be able to interact well with others.

Organizational culture

Organizational culture is the values that guide human resources in carrying out their obligations and also their behavior in the organization. These values will provide answers whether an action is right or wrong and whether a behavior is recommended or not. According to Fahmi (2017: 117) organizational culture is the result of the process of fusing the cultural and behavioral styles of each individual previously brought into a new set of norms and philosophies, which have energy and group pride in dealing with something and certain goals.

Organizational culture are the values that guide human resources in carrying out their obligations and behavior within the organization, Hari (2019:4). Furthermore, according to Robins and Judge (in Sulaksono Hari, 2015: 2) organizational culture is a system that is shared by all members of the organization that distinguishes one organization from another. Organizational culture is the basis for orientation for employees to pay attention to the interests of all employees.

Then according to Saiful (2018: 34), organizational culture is the basic philosophy of the organization which includes shared beliefs, norms and values that become these characteristics about how to do things in the organization.

The indicators used in this study are Integrity, Creative, Reliable, Loyal, Accountable, and Synergy (Corporate Value The Royale Krakatau Hotel, 2019)

Teamwork

Priskilla & Santika (2019) stated that teamwork is the most important thing in an effort to improve the quality of performance and avoid miscommunication that can occur between employees and leaders. In addition, Teamwork needs to be trained with aspects that are tailored to the company. A team is a group of people based on ability, working together and complementing each other to achieve the same goal (Hanafi, 2016). Team work produces coordination, so a team must make a good and effective contribution to an organization or company (Silvani & Triatmanto, 2017). One of the ideas put forward by Pandelaki (2018), Teamwork is carried out by several employees who have the same goals and strategies in achieving company targets. Kelemba et al. (2017) revealed that through teamwork, employees within the company were able to share a lot of knowledge and experience. Teamwork is an activity carried out by a number of people within a company (Wulandari et al., 2020).

The indicators used in this study are participatory leadership, responsibility, goal alignment, intensive communication, future focus, task focus, talent deployment, quick response (Priskilla & Santika, 2019).

Employee performance

Organizational success is determined by the performance of the human resources within the organization. In organizations it is necessary to increase the effectiveness of employee performance in order to create good work units within the organization. Performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions as an employee in accordance with the responsibilities assigned or given to him. According to Hasibuan (2013) in Mulyadi (2015), Performance (achievement) is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and sincerity.

According to Edison et al. (2016), Performance is a process that refers to and is measured over a certain period based on predetermined conditions or agreements. In addition, according to Wibowo (2016), performance is the value of a series of worker behaviors that contribute, both positively and negatively, to the completion of organizational goals.

Then according to Kasmir (2016), Performance is the result of work and behavior that has been achieved in completing the tasks and responsibilities given within a certain period. From the several definitions of performance above, it can be concluded that human resource performance is work performance or work results (output), both quality and quantity produced by a person in a certain time in carrying out his work in accordance with the responsibilities given. Mangkunegara (2017: 67) argues that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

The indicators used in this study are quality of work, quantity of work, timeliness, effectiveness, independence, Robbins (2019: 260).

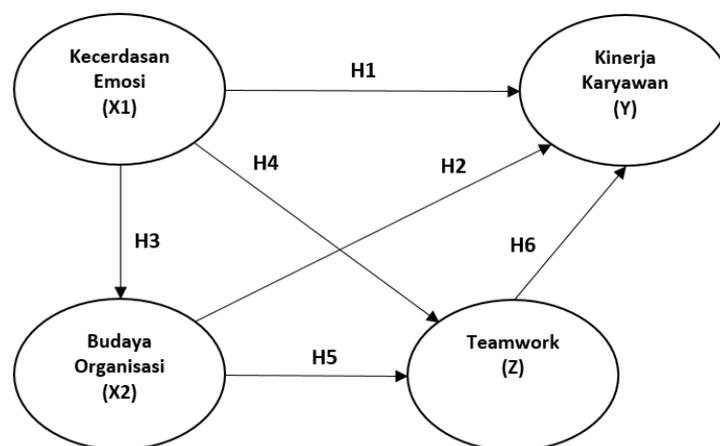


Figure 1 Research Model

Source: Processed in research, 2022

Based on the description that has been explained in the framework of thought and previous research, the researcher can draw the design hypothesis as follows:

H1: The better the Emotional Intelligence, the more Employee Performance will increase

H2: The better the Organizational Culture, the higher the Employee Performance

H3: The better the Emotional Intelligence, the better the Organizational Culture

H4: The better the Emotional Intelligence, the better the Teamwork

H5: The better the Organizational Culture, the better the Teamwork

H6: The better the Teamwork, the more Employee Performance will increase

METHODOLOGY

The population in this study were all employees who worked at The Royale Krakatau Hotel Cilegon with 135 employees. The author takes the number of samples using a minimum limit of 5 x the number of indicators, 5 x 24 = 120 samples have also been fulfilled. Where it is stated that for multivariate analysis the recommended number of samples is at least 5 times the estimated parameters as stated by Ferdinand (2014: 185), Sekaran in Haryono (2017: 61). Based on information from the two sources, the authors determine the number of samples to be distributed as many as 120 samples. Methods of data collection in research by collecting questionnaires distributed to employees. And data analysis method with Structural Equation Modeling (SEM).

RESULT AND DISCUSSION

Before testing the hypothesis, it is necessary to conduct a validity test to show how well a technical instrument or process measures a concept. In this study the validity test was carried out by looking at the values of convergent validity and discriminant validity. This validity test was used to test the measuring instrument used in this study, namely measuring the questionnaire used in this study. The following are the results of the validity test which can be seen in the image below:

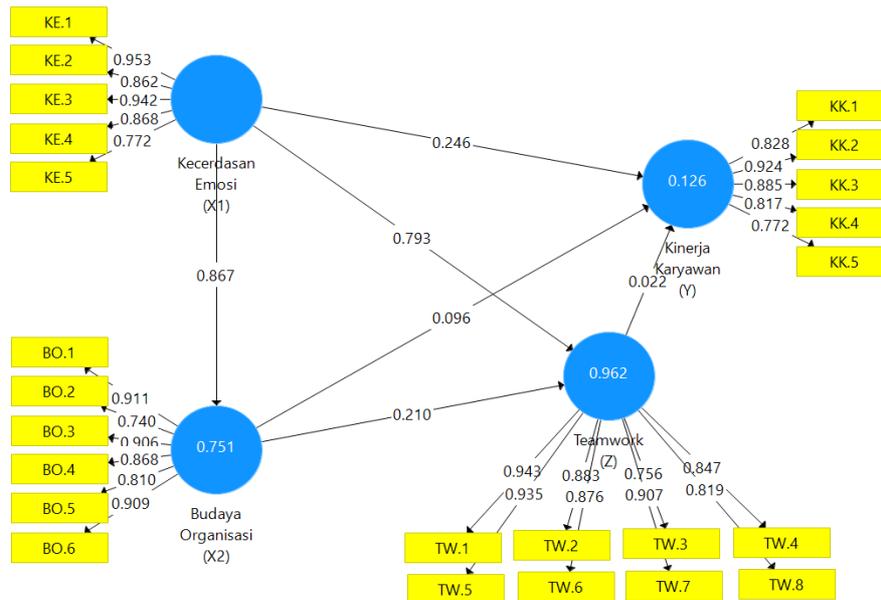


Figure 2. Outer Model Validity Test

Source: Processed in research, 2022

From Figure 2 above, all variables from each indicator are > 0.60 so that they can meet the validity criteria. According to Ghazali and Latan (2015: 74) an indicator is declared valid if it has a loading factor value > 0.60 . When all the loading factor values meet the requirements where the value is required > 0.60 so that the test can proceed to the next stage. Apart from looking at the value of the loading factor, convergent validity can also be seen from the Average Variance Extracted (AVE) value which must be greater than 0.50 (Ghozali & Latan., 2015: 74). In this model the AVE value of each variable is above 0.50 as shown in table 3 as follows:

Table 3
Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)
Emotional Intelligence	0.777
Organizational culture	0.739
Teamwork	0.761
Employee performance	0.717

Source: Processed in research, 2022

In this model the AVE value of each variable is above 0.50 and meets the criteria of convergent validity (validity). The conclusion is that all the variables in this study are valid because they meet discriminant validity.

Reliability Test Results

After conducting the validity test, the next step is the reliability test. This reliability test was conducted to prove the accuracy, consistency and precision of the instrument in measuring variables. To measure the reliability of variables can be done in two ways, namely with cronbach's alpha and composite reliability or what is often called Dillon Goldstein's Rule of Thumb which can be used to assess the reliability of variables that is above 0.70 (Ghozali. I & Latan. H, 2015: 75-77). The results of the reliability test can be seen in table 4 below:

Table 4
Construct Reliability dan Validity

Variable	Cronbach's alpha	Composite reability
Emotional Intelligence	0.927	0.946
Organizational culture	0.929	0.944
Teamwork	0.954	0.962
Employee performance	0.901	0.927

Source: Processed in research, 2022

From table 4 above the results of the reliability test show that Crombach's Alpha and Composite Reliability of all variables have values above 0.70. Thus it can be concluded that all variables are reliable or fulfill the reliability test.

Structural Model Test Results (Inner Model)

After the research model passes the measurement test, it is necessary to carry out further testing, namely the inner model to find out the magnitude of the relationship (engagement) between the variables stated in the hypothesis. The first test of the inner model or structural model is carried out by looking at the R-Square value presented in table 5 below

:

Table 5
R Square

Variable	R Square	R Square Adjusted
<i>Teamwork</i>	0.962	0.961
Organizational culture	0.751	0.749
Employee performance	0.126	0.103

Source: Processed in research, 2022

From the table above it is known that the R-Square value in the Teamwork model is 0.962 which means that it is included in the strong category, Organizational Culture is 0.751 which means that it is included in the strong category and Employee Performance is 0.126 which means that it is included in the weak category. These results also mean Culture Organizations are influenced by Emotional Intelligence, Teamwork and Employee Performance by 75%. The R Square value of the Teamwork variable is affected by 96.2%.

Test Result

Testing the direct effect hypothesis in this study was carried out by looking at the acquisition of T Statistics and P Values. The T Statistics and P Values in SmartPLS are carried out through a bootstrapping process on models that have been declared valid and reliable. The results of the hypothesis are declared accepted if the value of T Statistics > T table (1.960) or P values <0.05. These results can be seen in table 6 below:

Tabel 6
Construct Reliability dan Validity

Hypothesis	Path Coefficient	Original Sample	T Statistic	P Value
H1	Emotional Intelligence -> Employee Performance	0.246	0.405	0.000
H2	Organizational culture -> Employee Performance	0.096	0.376	0.707
H3	Emotional Intelligence -> Budaya Organisasi	0.867	19.298	0.000
H4	Organizational culture -> <i>Teamwork</i>	0.210	3.282	0.001
H5	Emotional Intelligence -> <i>Teamwork</i>	0.793	13.087	0.000
H6	<i>Teamwork</i> -> Employee Performance	0.022	0.031	0.975

Source: Processed in research, 2022

From table 6 above the results of the bootstrapping test with SmartPLS 3.29 can be explained as follows:

Hypothesis 1: Emotional intelligence has no significant positive effect on employee performance at The Royale Krakatau Hotel Cilegon. From these conclusions based on the P Value of $0.686 \geq 0.05$. This means that the higher or lower the emotional intelligence, it does not affect performance.

Hypothesis 2: Organizational Culture has a positive and not significant effect on Employee Performance at The Royale Krakatau Hotel Cilegon. From these conclusions based on the P Value of $0.707 \geq 0.05$. This means that the higher or lower the emotional intelligence, it does not affect performance.

Hypothesis 3: Emotional intelligence has a positive and significant effect on the Organizational Culture of The Royale Krakatau Hotel Cilegon. From these conclusions based on the P Value of $0.000 \leq 0.05$. This means that the higher the emotional intelligence, the better the organizational culture.

Hypothesis 4: Emotional intelligence has a positive and significant effect on Teamwork at The Royale Krakatau Hotel Cilegon. From these conclusions based on the P Value of $0.000 \leq 0.05$. This means that the better the Emotional Intelligence, the Teamwork will increase.

Hypothesis 5: Organizational Culture has a positive and significant effect on Teamwork at The Royale Krakatau Hotel Cilegon. From these conclusions based on the P Value of $0.001 \leq 0.055$. This means that the higher emotional intelligence, it will further improve employee performance.

Hypothesis 6: Teamwork has a positive and insignificant effect on Employee Performance at The Royale Krakatau Hotel Cilegon. From these conclusions based on the P Value of $0.878 \geq 0.05$. This means that the higher or lower Teamwork, it does not affect performance.

As for proving whether Teamwork can be an intervening variable that mediates the effect of Emotional Intelligence and Organizational Culture on Employee Performance. In other words, mediation is related to how exogenous variables (Emotional Intelligence and Organizational Culture) can affect endogenous variables (Employee Performance). The results of the indirect effect test are presented in table 4.6 below:

Tabel 7
Spesific Indirect Effect

<i>Indirect Effect</i>	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
Emotional Intelligence -> Organizational Culture -> Employee Performance	0.083	0.079	0.239	0.349	0.727
Organizational Culture -> Teamwork -> Employee Performance	0.005	-0.004	0.147	0.031	0.975
Emotional Intelligence Organizational Culture -> Teamwork -> Employee Performance	0.004	-0.002	0.129	0.031	0.975
Emotional Intelligence Teamwork -> Employee Performance	0.017	0.037	0.574	0.03	0.976
Emotional Intelligence -> Organizational Culture -> Teamwork	0.182	0.174	0.061	2.994	0.003

Sumber: Diolah dalam penelitian, 2022

Based on the provisions above, the following are the results of the indirect effect:

1. Indirect effect 1: shows that Emotional Intelligence through Organizational Culture has no positive and significant effect on employee performance because the tstatistic value (0.727) < ttable (1.96) and p value (0.005) > α (0.05).
2. Indirect effect 2: shows that Organizational Culture through Teamwork has no positive and significant effect on Employee Performance because the t statistic value (0.031) < t table (1.96) and p value (0.975) > α (0.05).
3. Indirect effect 3: shows that Emotional Intelligence through Organizational Culture and Teamwork has no positive and significant effect on employee performance because the t statistic value (0.031) < t table (1.96) and p value (0.975) > α (0.05).
4. Indirect effect 4: shows that Emotional Intelligence through Teamwork has no positive and significant effect on employee performance because the t statistic value (0.03) < t table (1.96) and p value (0.976) > α (0.05).
5. Indirect effect 5: shows that Emotional Intelligence through Organizational Culture has a positive and significant effect on Teamwork because the t statistic value (2.994) > t table (1.96) and p value (0.003) < α (0.05), meaning that good Emotional Intelligence will improve Organizational Culture, so Teamwork will increase.

CONCLUSION

By paying attention to the analysis and discussion in the previous chapter regarding the influence of Emotional Intelligence, Organizational Culture, and Team Work on Employee Performance at The Royale Krakatau Hotel Cilegon, the following conclusions can be drawn:

1. Emotional intelligence has no effect on employee performance because tstatistic (0.418) < ttable (1.96) and p value (0.676) > α (0.05). With a path coefficient value of 0.246 which means that Emotional Intelligence has an effect of 24.6% on Employee Performance. This means that the better the Emotional Intelligence, the higher the Employee Performance of The Royale Krakatau Hotel Cilegon
2. Organizational culture has no effect on employee performance because tstatistic (0.353) < ttable (1.96) and p value (0.724) > α (0.05). With a path coefficient value of 0.096 which means Organizational Culture has an effect of 9.6% on Employee Performance. This means that the better the corporate culture, the higher the employee performance at The Royale Krakatau Hotel Cilegon.
3. Emotional intelligence has an influence on Organizational Culture because tstatistic (19.588) > ttable (1.96) and p value (0.000) < α (0.05). With a path coefficient value of 0.867 which means that Emotional Intelligence has an effect of 86.7% on Organizational Culture. This means that the better the Emotional Intelligence, the Organizational Culture at The Royale Krakatau Hotel Cilegon is increasing.
4. Emotional intelligence has an influence on the Teamwork arena statistic (12.362) > ttable (1.96) and p value (0.000) < α (0.05). With a path coefficient value of 0.793 which means that Emotional Intelligence has an effect of 79.3% on Organizational Culture. This means that the better the Emotional Intelligence, the greater the Teamwork at The Royale Krakatau Hotel Cilegon.
5. Organizational Culture has an influence on Teamwork because (3.099) > ttable (1.96) and p value (0.002) < α (0.05). With a path coefficient value of 0.210 which means Organizational Culture has an effect of 21% on Teamwork. This means that the better the

Organizational Culture, the Teamwork at The Royale Krakatau Hotel Cilegon will increase.

6. Teamwork has no effect on employee performance because $t_{\text{statistic}} (0.353) < t_{\text{table}} (1.96)$ and $p \text{ value } (0.976) > \alpha (0.05)$. With a path coefficient value of 0.022, which means that teamwork has an effect of 2.2% on employee performance. This means that the better the Teamwork, the Employee Performance of The Royale Krakatau Hotel Cilegon will increase.

Suggestion

Theoretical Suggestions

It is suggested that other researchers can conduct further research related to Emotional Intelligence, Organizational Culture, and Team Work on Employee Performance. For further researchers, they can add other variables that can affect work performance such as work motivation, work environment, job satisfaction, leadership style and other variables that can affect employee performance.

Managerial Advice

- The results of this study prove that emotional intelligence can improve employee performance at The Royale Krakatau Hotel Cilegon. Because of this, it is recommended to increase the indicator that gets the lowest index value on emotional intelligence so that employee performance can increase by increasing Social Skills so that employees are able to communicate effectively with others both verbally and nonverbally according to existing situations and conditions.
- The results of this study prove that Organizational Culture can improve employee performance at The Royale Krakatau Hotel Cilegon. Because of this, it is recommended to increase the indicator that gets the lowest index value on Organizational Culture so that employee performance can increase by increasing the creative culture so that employees always provide ideas (innovations) & concrete actions for the progress of the company, and open themselves to new insights and knowledge .
- The results of this study prove that teamwork can improve employee performance at The Royale Krakatau Hotel Cilegon. Because of this, it is recommended to increase the indicator that gets the lowest index value on Teamwork so that employee performance can increase by increasing intensive communication, through clear and directed communication will help team members to know goals, targets, procedures, tasks and responsibilities each.
- The results of this study prove that employee performance is good enough so it is suggested to increase the indicator that obtains the lowest index value on employee performance so that employee performance can increase by increasing the ability to work together (teamwork), through solid teamwork and mutual respect, will improve employee performance

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