

## THE INFLUENCE OF ORGANIZATIONAL CULTURE AND EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE AT THE SATPOL PP OF CIREBON REGENCY



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### Abstract

The purpose of this study was to analyze the role of organizational culture and emotional intelligence on employee performance at the Civil Service Police Unit of Cirebon Regency. Quantitative research with a survey approach and regression analysis. The method used in this study was a survey with a quantitative approach. Data were obtained from 159 employees of the Cirebon Regency Civil Service Police Unit through randomly selected questionnaires. With hypothesis testing using multiple linear regression analysis. The results showed that the influence of organizational culture has a positive and significantly greater influence on employee performance compared to emotional intelligence. Explain your limitations here. Organizations, especially Civil Service Police Units, need to improve and pay attention to organizational culture and employee emotional intelligence to improve performance. Training and development programs that focus on both aspects can be implemented. The information provided in this study is about the influence of organizational culture and emotional intelligence on employee performance in the public sector, especially Civil Service Police Units. It is hoped that this study can be a reference for further research with different variables and contexts.

**Keywords:** Organizational Culture, Emotional Intelligence, Performance

## INTRODUCTION

Human resources are a very valuable asset for every organization. The quality and performance of human resources directly affect the success of the organization in achieving its goals. In this context, organizational culture plays an important role in shaping employee behavior, motivation, and performance. A positive and supportive organizational culture can create a conducive work environment, increase job satisfaction, and encourage collaboration between employees. Conversely, a negative or dysfunctional organizational culture can hinder performance, reduce work morale, and even increase employee turnover. In the era of globalization and increasingly fierce competition, employee performance is one of the determining factors for the success of an organization, both at the national and international levels. Optimal performance does not only depend on individual technical abilities, but is also influenced by contextual factors such as organizational culture and internal individual factors such as emotional intelligence. Organizational culture, as beliefs, norms and a set of values shared by members of an organization, influences behavior and shapes the work environment and employee performance. Meanwhile, emotional intelligence, which includes the ability to understand, manage, utilize one's own and others' emotions, and recognize and play an important role in adaptation and interpersonal interaction in the work environment.

In Indonesia, the post-COVID-19 pandemic has changed major changes in the global work structure, including in Indonesia, the United States, and Japan. The shift to hybrid and remote work models requires adaptation of organizational culture to remain relevant and effective. Further research is needed to understand the dynamics of the interaction between organizational culture, emotional intelligence, and employee performance in the post-pandemic context and national cultural differences. Where the dimensions of Organizational Culture influence the implementation and impact of Emotional Intelligence on Performance, especially in facing the current economic and social challenges faced by companies in Indonesia, also needs to be studied in more depth. Therefore, the purpose of this study is to analyze the influence of Organizational Culture and Emotional Intelligence on Employee Performance at Satpol PP Cirebon Regency, by considering the latest phenomena such as Organizational Culture, Emotional Intelligence and Employee Performance in the company.

The role of organizational culture on employee performance at Satpol PP Cirebon Regency is an interesting area to study. Although specific research is still limited, indications from agency performance reports and related research provide an initial picture. The Satpol PP Cirebon Regency Government Agency Performance Report highlights challenges such as limited resources and coordination, which can be influenced by organizational culture. Other studies have shown a positive correlation between a strong organizational culture (e.g., an emphasis on innovation and cooperation) and employee performance. Given that Satpol PP's duties require innovation and courage, strengthening a positive organizational culture is believed to have the potential to improve employee performance at Satpol PP Cirebon Regency. Satpol PP Cirebon Regency is often involved in enforcing local regulations, which can lead to conflict with the community. Emotional intelligence helps them to handle conflict in a calm, wise manner, and avoid unnecessary escalation. Empathy for other people's emotions and the ability to manage and understand one's own emotions are critical in these situations. Satpol PP Cirebon Regency interacts with various levels of society, with different

backgrounds and emotions. Further research is needed to confirm and measure this impact more precisely.

## **REVIEW OF LITERATURE**

### **Organizational Culture**

According to Rilistina (2021) Organizational culture is a shared perception held by members of an organization about the meaning of existing values. This culture will form norms and behaviors that determine the attitudes and behaviors of its members and can be accepted by other members because these norms are good and right from high-level management to operational employees. According to (Herlambang et al. 2024) Organizational culture is a general view held by members of an organization regarding the value system applied in it. This value system influences the actions and behavior of members, and is one of the factors that distinguishes one organization from another. According to (Mohamad et al 2020) Organizational culture is a perspective held by members of an organization, reflecting a system of values that are held in high regard. The actions and behaviors of members of the organization are influenced by these values, making them a factor that distinguishes one organization from another. According to Busro (2020), there are several indicators of organizational culture, namely: Self-confidence, Assertiveness, Emotional management skills, Ability to take initiative and Supervisory skills.

### **Emotional Intelligence**

According to (Quraisy 2022) Emotional intelligence is the ability of individuals to manage their emotional lives wisely. This includes the ability to maintain balance between one's expressions and emotions, which is done through skills such as self-control, empathy, self-awareness, and social-motivational skills. According to (A. Manafe et al. 2023) Emotional intelligence is the capability to recognize oneself and feel the feelings of others including the ability to motivate oneself in establishing relationships with others. This includes various aspects, such as self-awareness, self-control, motivation, empathy, and social skills.

According to (Novianti Retno Utami and Khikmah Novitasari 2022) The following are the dimensions and indicators of emotional intelligence:

#### 1. Emotional Knowledge

Indicators:

- a. Identifying one's own emotions (happy, sad, angry, scared and surprised)
- b. Identifying other people's emotions (happy, sad, angry, scared and surprised)
- c. Identifying the causes of emotions

#### 2. Emotional Expression

Indicators:

- a. Able to use emotional communication to express non-verbal messages
- b. Able to show empathy for others
- c. Able to display complex social emotions

#### 3. Emotional Regulation

Indicators:

- a. Able to monitor emotions

- b. Managing negative emotions that affect behavior
- c. Regulating emotions in a productive way (self-motivation)

### **Performance**

According to (Juliati 2021) Performance is the value of achieving goals and achieving organizational results consistently. The result of the behavior of organizational members is performance. According to (Gultom and Nata Liyas 2023) Employee performance is the results achieved by an employee during a certain period of time in accordance with his/her responsibilities and duties to achieve company goals. According to (Savigo et al. 2023) Performance is defined as a job well done, it can have a positive impact on both the worker himself and his work environment. Performance is defined as the effort made by the worker to achieve satisfactory work results. According to Farisi and Lesmanan (2022) the performance indicators are as follows: Quality, Quantity, Time (time period), Cost emphasis, Supervision.

## **RESEARCH METHOD**

This research is a quantitative research with the purpose of the research to measure the influence of independent variables (Organizational Culture, and Emotional Intelligence) on the dependent variable (Employee Performance) objectively through analysis and collection of numerical data. The population in this study were employees of Satpol PP Cirebon Regency. With sampling using simple random sampling technique from data obtained through questionnaires. So that the respondents in this study amounted to 159 people, which were determined based on the calculation of the Slovin formula with a margin of error of 5% from a total population of 263 employees. Data were collected through a structured questionnaire that measured employee perceptions of the dimensions of organizational culture and their performance. Data analysis was carried out using statistical techniques, such as linear regression, to measure the strength and direction of the relationship between organizational culture and employee performance.

According to (Mahadianto et al., 2020) states that population is a unit of analysis that has characteristics (special features) that distinguish it from other groups and the place where the data is measured. In this study, the population used was the employees of the Cirebon Regency Civil Service Police Unit.

According to (Mahadianto et al. 2020) states that: "A sample is a part of a population taken according to a sampling technique that does not eliminate the characteristics inherent in a collection of elements" Sample selection with purposive sampling aims to obtain a representative sample according to predetermined criteria, the criteria for selecting samples in this study include: Age, Education, Length of Service, Position and Work Department.

## **RESULTS AND DISCUSSION**

### **Validity Test**

Validity Testing uses the provision that if the significance of  $r$  count or  $r$  result  $> r$  table then the variable item is concluded to be valid, and if  $r$  count or  $r$  result  $< r$  table then the variable item is concluded to be invalid.

**Table 1.**  
**Validity Test Results**

<b>Variable</b>	<b>Item</b>	<b>r count</b>	<b>r table</b>	<b>Description</b>
Organizational Culture	X1.1	0,766	0,156	Valid
	X1.2	0,771	0,156	Valid
	X1.3	0,769	0,156	Valid
	X1.4	0,808	0,156	Valid
	X1.5	0,791	0,156	Valid
	X1.6	0,847	0,156	Valid
	X1.7	0,748	0,156	Valid
	X1.8	0,827	0,156	Valid
	X1.9	0,789	0,156	Valid
	X1.10	0,771	0,156	Valid
Emotional Intelligence	X2.1	0,726	0,156	Valid
	X2.2	0,799	0,156	Valid
	X2.3	0,804	0,156	Valid
	X2.4	0,799	0,156	Valid
	X2.5	0,834	0,156	Valid
	X2.6	0,861	0,156	Valid
	X2.7	0,865	0,156	Valid
	X2.8	0,834	0,156	Valid
	X2.9	0,848	0,156	Valid
Employee Performance	Y1.1	0,394	0,156	Valid
	Y1.2	0,644	0,156	Valid
	Y1.3	0,567	0,156	Valid
	Y1.4	0,595	0,156	Valid
	Y1.5	0,537	0,156	Valid
	Y1.6	0,684	0,156	Valid
	Y1.7	0,699	0,156	Valid
	Y1.8	0,652	0,156	Valid
	Y1.9	0,680	0,156	Valid
	Y1.10	0,608	0,156	Valid

In Table 1. Validity Test Results show that all statement items on the variables of organizational culture, emotional intelligence, and employee performance are valid, because the Total Pearson Correlation value is greater than the specified r table, which is 0.156. So it can be concluded that the statements in the questionnaire are valid and can be used in research.

### **Reliability Test**

To measure reliability by looking at the Cronbach's alpha. if the Cronbach's alpha value > 0.60.

**Table 2.**  
**Reliability Test Results**

Variable	Cronbach's Alpha	N of Item	Information
Organizational Culture (X1)	0, 932	10	Reliable
Emotional Intelligence (X2)	0, 939	9	Reliable
Employee Performance (Y)	0, 813	10	Reliable

Based on Table 2 above, it is known that the Cronbach's Alpha value for each variable is greater than 0.60, so it can be concluded that all statement items in this study are reliable.

**Classical Assumption Test**

**Normality Test**

A normality test is conducted to find out whether the residual is normally distributed or not. The way to find out is by using the Kolmogorov-Smirnov test. The data in this study can be stated to be normally distributed if the probability value (Sig.(2-tailed)) is more than 0.05.

**Table 3.**  
**Normality Test Results**

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		159
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.84413205
	Most Extreme Differences	
	Absolute	.061
	Positive	.061
	Negative	-.061
Test Statistic		.061
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

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

Based on the table above, it shows that the Asymp value based on the Kolmogorov-Smirnov normality test, Sig. (2-tailed) 0.200. This shows that the significant results exceed the confidence level value  $\alpha = 0.05$ . Thus, it can be said that the residual data in the regression model of this study is normally distributed.

**Multicollinearity Test**

Testing whether the regression model is correlated between independent variables or not, by looking at the Tolerance and Variance Inflation Factor (VIF) values, where the Tolerance value is  $> 0.1$  to 1 and the VIF value is 1 to  $< 10$ , then multicollinearity does not occur.

**Table 4.**  
**Multicollinearity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	VIF
	B	Std. Error					
1 (Constant)	17.803	1.120		15.893	.000		
Organizational Culture	.458	.038	.743	12.120	.000	.497	2.014
Emotional Intelligence	.079	.036	.132	2.153	.033	.497	2.014

a. Dependent Variable: Employee Performance

Based on the table above, it can be explained that the organizational culture variable (X1) and the emotional intelligence variable (X2) have tolerance values of  $0.497 > 0.10$  each with a VIF value of  $2.014 < 10$  each, so it can be concluded that the organizational culture and emotional intelligence variables do not show symptoms of multicollinearity.

**Heteroscedasticity Test**

The purpose of the heteroscedasticity test is to determine whether in the regression model there is inequality of variance from the residual of one observation to another. By using the Glejser test. if the significance value  $< 0.05$ , then heteroscedasticity occurs, while if the significance value  $> 0.05$ , then heteroscedasticity does not occur.

**Table 5.**  
**Heteroscedasticity Test Results**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.156	.654		3.297	.001
Organizational Culture	.002	.022	.010	.090	.928
Emotional Intelligence	-.022	.021	-.115	-1.014	.312

a. Dependent Variable: Abs RES

Based on the results of the heteroscedasticity test, it shows that:

1. The significant value of the organizational culture variable (X1) is  $0.928 > 0.05$ . It can be concluded that the organizational culture variable (X1) does not show symptoms of heteroscedasticity.
2. The significant value of the emotional intelligence variable (X2) is  $0.312 > 0.05$ . It can be concluded that the emotional intelligence variable (X2) does not show symptoms of heteroscedasticity.

**Linear Regression Analysis Test**

Multiple linear regression is an analysis method used to evaluate the relationship between two or more independent variables (X1, X2) and one dependent variable (Y), to understand the extent of the relationship between these variables in the context of a linear relationship.

**Table 6.**  
**Multiple Linear Regression Analysis Test Results**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.803	1.120		15.893	.000
	Organizational Culture	.458	.038	.743	12.120	.000
	Emotional Intelligence	.079	.036	.132	2.153	.033

a. Dependent Variable: Employee Performance

$$Y = 17,803 + 0,458X1 + 0,079X2$$

The multiple linear regression equation of this study is based on the results of the multiple linear regression test above, as follows:

- 1) The value of a is 17.803, which means that if the value of the independent variables (X1, X2) is equal to zero, then the dependent variable (Y) is 17.803. In this study, if the influence of organizational culture and emotional intelligence is 0, then the level of employee performance is 17.803.
- 2) The value of the regression coefficient X1 (organizational culture) is 0.458, meaning that if there is an increase in the variable X1 by 1 unit, employee performance will increase by 0.458 or vice versa, if there is a decrease in the variable X1 by 1 unit, employee performance will decrease by 0.458.
- 3) The value of the regression coefficient X2 (emotional intelligence) is 0.079, meaning that if there is an increase in the variable X2 by 1 unit, employee performance will increase by 0.079 or vice versa, if there is a decrease in the variable X2 by 1 unit, employee performance will decrease by 0.079.

**Hypothesis Testing**

**Partial Test ( Test t )**

Basically, the partial effect significance test describes how far the independent variables individually explain the dependent variable. Testing criteria:

- T count > t table or significance < 0.05. Ho is rejected and Ha is accepted, which means the independent variable significantly affects the dependent variable.
- T count < t table or > 0.05. Ho is accepted and Ha is rejected, which means the independent variable does not significantly affect the dependent variable.

**Table 7.**  
**Partial t Test Results**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.803	1.120		15.893	.000
Organizational Culture	.458	.038	.743	12.120	.000
Emotional Intelligence	.079	.036	.132	2.153	.033

a. Dependent Variable: Employee Performance

Based on the results of the T-test above, it can be concluded that:

1. From the table above, it can be seen that tcount 12.120 > ttable 1.655 with a significance value of 0.000 < 0.05, meaning H1 is accepted, in other words, organizational culture has a positive and significant effect on employee performance.
2. From the table above, it can be seen that tcount 2.153 > ttable 1.655 with a significance value of 0.033 < 0.05, meaning H2 is accepted, in other words, emotional intelligence has a positive and significant effect on employee performance

### Simultaneous (F Test)

Simultaneous Significance Test (F) is used to show whether all independent variables included in the model have a simultaneous or joint influence on the dependent variable. Testing criteria:

- F count < F Table or significance > 0.05. Ho is accepted and Ha is rejected
- F count > F Table or significance < 0.05. Ho is rejected Ha is accepted

**Table 8.**  
**Simultaneous (F Test) Results**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1307.588	2	653.794	189.812	.000 <sup>b</sup>
Residual	537.330	156	3.444		
Total	1844.918	158			

a. Dependent Variable: Employee Performance

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

Based on the data in Table 8. Simultaneous (F Test) Test Results column F, the calculated F value is 189.812 and the F table is 3.05 so that the calculated F is greater than the F table (189.812 > 3.05) with a significant value of 0.000 meaning 0.000 < 0.05 so that H3 is accepted. Thus, it can be concluded that simultaneously (simultaneously) the variables

of organizational culture and emotional intelligence have a positive and significant effect on employee performance.

### Coefficient of Determination Test

The purpose of the determination coefficient test is to measure how much influence the independent variable has on the dependent variable.

**Table 9.**

#### Coefficient of Determination Test Results

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 <sup>a</sup>	.709	.705	1.856

a. Predictors: (Constant), Emotional Intelligence, Organizational Culture  
b. Dependent Variable: Employee Performance

Based on Table 9. Test Results Determination Coefficient above, the magnitude of the determination coefficient or Adjusted R Square is 0.705. This shows that the influence of organizational culture and emotional intelligence variables on employee performance is 70.5% while the remaining 29.5% is influenced by other variables not explained in this study.

## CONCLUSION

Based on the test results, several conclusions can be drawn as follows:

1. Based on the results of partial analysis, the independent variable Organizational Culture (X1) has a positive and significant effect on the dependent variable Employee Performance (Y) at SATPOL PP Cirebon Regency.
2. Based on the results of partial analysis, the independent variable Emotional Intelligence (X2) has a positive and significant effect on the dependent variable Employee Performance (Y) at SATPOL PP Cirebon Regency.
3. Based on the results of simultaneous analysis, the independent variables Organizational Culture (X1), Emotional Intelligence (X2) have a positive and significant effect on the dependent variable Employee Performance (Y) at SATPOL PP Cirebon Regency.

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