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## Research Paper

# STUDY OF ORGANIZATIONAL CULTURE EMOTIONAL QUOTIENT AND WORK MOTIVATION ON EMPLOYEE PERFORMANCE (EMPIRICAL STUDY ON HR BUREAU AND GENERAL SUPERVISORY COMMISSION BUSINESS COMPETITION)

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## Abstrak

Employee performance plays a crucial role in determining the success of an organization or institution. Consequently, organizations make continuous efforts to enhance employee performance to ensure that their goals are achieved. One factor that contributes to performance outcomes is individual ability, which includes emotional intelligence. Therefore, elements such as organizational culture and emotional intelligence must be taken into account when seeking to improve employee performance. This study aimed to identify strategies for enhancing employee performance by examining the relationships among the research variables. The research was carried out at the Human Resources and General Bureau of the Business Competition Supervisory Commission (KPPU) to assess the influence of organizational culture and emotional intelligence on employee performance. A quantitative approach was employed, with data gathered through questionnaires distributed to employees. The study applied a saturated sampling method, meaning that all members of the population were included as respondents, resulting in 88 participants. Data were analyzed using descriptive statistics and path analysis. The findings indicated that employee performance can be improved by aligning organizational culture, fostering emotional intelligence, and strengthening employee work motivation.

**Keywords** : *emotional quotient, employee performance, organizational culture, work motivation*

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## 1. Introduction

Employee performance concerns remain a significant challenge for management in accomplishing corporate objectives. Management must understand the elements that affect employee performance. The individual ability factor, which includes emotional quotient, is one factor affecting performance achievement. Therefore, corporate culture and emotional quotient are two factors that must be considered to increase employee performance. The Business Competition Supervisory Commission (KPPU) is an independent institution formed to supervise the implementation of Law Number 5 of 1999 concerning the Prohibition of Monopoly Practices and Unfair Business Competition, as well as the supervision of Micro, Small, and Medium Enterprises (MSMEs) partnerships as regulated in Law Number 20 of 2008. The Business Competition Supervisory Commission is committed to prioritizing a more firm and transparent business competition law enforcement process, and the people's welfare is its leadership's primary goal.

One of the considerations for establishing the Business Competition Supervisory Commission (KPPU) is to oversee the implementation in the economic sector which requires equal opportunities for citizens to participate in the production and marketing process of goods and services, in a healthy, effective and efficient business so that can encourage economic growth and the functioning of a reasonable market economy. The Business Competition Supervisory Commission (KPPU) has duties and functions such as enforcing Business Competition Laws, Providing Advice and Consideration on Government Policy, Controlling Mergers and Acquisitions, and supervising the Implementation of MSME Partnerships. Moreover, within the HR and general bureaus, activity targets or work results must be met, namely the fulfillment of the HR service satisfaction index, the number of HR planning policies (Perkom), and the employee understanding index regarding HR regulations. With these tasks, the role of employees becomes very influential in running the KPPU organization, so employee performance needs to be considered so that the organization can carry out its existing duties and functions well.

Hasibuan (2019) states that employee performance is the work results employees achieve in carrying out tasks set by the organization, which can be measured through several aspects, such as quality, quantity, time, cost, and initiative. According to Afandi (2018), Performance is the outcome of work accomplished by an individual or a group within an organization, carried out according to their authority and responsibilities, in order to achieve organizational objectives lawfully and in alignment with moral and ethical standards. Kasmir (2019) defines performance as the work results and behaviors demonstrated in completing assigned duties and responsibilities within a given timeframe. Meanwhile, Budiasa (2021) emphasizes that performance reflects an individual's ability to utilize available resources effectively to achieve work outcomes in terms of both quality and quantity, in line with the responsibilities entrusted to them.

Robbins & Judge (2019) state that organizational culture is a system of sharing meaning by members that differentiates an organization from others. According to Wibowo (2018), organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms, and expectations that members mutually accept. Afandi (2018) states that organizational culture is a system of values, assumptions, beliefs, philosophy, and habits in an organization. According to Ningtias (2021), organizational culture is a system of control and direction in forming attitudes. An organization's members' behavior, norms, and values have unique characteristics that differentiate them from other organizations. Soelistya et al., 2022, states that organizational culture is how an organization learns to relate to the environment. It combines assumptions, behavior, stories, myths, metaphors, and other ideas to determine what it means to work in an organization.

Salovey (et al., 2012) states that emotional quotient is a person's ability to recognize and interpret emotions and to use and integrate them productively for optimal reasoning and problem solving. It can be interpreted that emotional quotient is a person's ability to recognize and use emotions to solve problems. Daniel Goleman (2018) states emotional quotient encompasses various abilities, such as motivating oneself and maintaining persistence when dealing with frustration, managing impulses without excessive indulgence, controlling emotions to prevent stress from impairing cognitive functions, showing empathy toward others, and engaging in spiritual practices.

Kaswan (2018) states that emotional quotient is the ability to accurately perceive, assess and express emotions; the ability to access and/or generate feelings when they facilitate thoughts; the ability to understand emotions and emotional knowledge; the ability to regulate emotions to promote emotional and intellectual growth. According to Wibowo (2018), an emotional quotient is a collection of abilities to feel and express emotions, stimulate thinking, understand reasons with emotions, and connect emotions in oneself and others. Kreitner and Kinicki (2015) suggest that work motivation is an internal drive that directs individuals to behave in certain ways to achieve their goals, both in their individual work and in the organization as a whole. They identify various motivation theories that can be applied in the workplace. Kreitner and Kinicki emphasize the importance of recognition for achievement and how personal achievement can increase individual motivation at work.

Greenberg and Baron (2017) define motivation as a process that drives, directs, and maintains human behavior toward achieving a goal. Motivation creates a stimulus, an inner drive to do something to the maximum, and is directed appropriately toward achieving that goal. They focus on a more cognitive approach, namely how individuals assess and view workplace situations that influence their motivation. Indicators in Greenberg and Baron's theory are outlined in several factors as follows: stimulation, which is something that can influence someone to perform an activity.; maintenance, which is the activity of maintaining and caring for something properly; arousal, which is reviving something within oneself in carrying out an activity/work; directing, which is providing a definite direction in achieving the desired goal.

#### The Influence of Organizational Culture on Employee Performance

Organizational culture is a system of values acquired and developed by an organization, as well as its founder's patterns of habits and basic philosophy. These are formed into rules used as guidelines for thinking and achieving organizational goals. Organizational culture can be interpreted as a cognitive framework in which there are attitudes, values, and norms. Organizational culture is often interpreted as values and symbols that members can understand and adhere to. With organizational culture, members of the organization can feel that in their environment, they are one unit, and they can even feel like they are one family, which creates conditions for members of the organization. Based on previous research conducted by Anggit Priyo Wicaksono and Alfato Yusnar K. (2021) and Yessy Kartika Sari Limbong and Nahar Maganda Saragih (2023), organizational culture is considered to have a positive impact on employee performance, a view that is reinforced by theoretical frameworks, empirical evidence, and rational analysis, the hypothesis proposed in this research is as follows.

H1: Organizational Culture Has a Positive Influence on Employee Performance.

#### The Influence of Emotional Quotient on Employee Performance

A person's self-recognition and control are demonstrated by emotional quotient and self-confidence. An employee must exercise self-control, which can be seen from the attitude of self-control towards himself, both in front of others and in front of himself. Building a good emotional quotient will help employees minimize the obstacles they face related to work implementation to complete their work well and improve their performance. Previous research (Agustin et al, 2023; Limbong, 2023) shows that emotional quotients positively affect employee performance. Based on theoretical studies, empirical studies and logic, the hypothesis proposed temporarily in this research is as follows.

H2: Emotional Quotient Has a Positive Influence on Employee Performance.

#### The Influence of Work Motivation on Employee Performance

Motivation is an urge that arises from a person to fulfill needs that come from within and outside him. Regarding work, an employee with a strong drive to fulfill his needs will work harder, resulting in better Performance. The higher a person's work motivation, the higher their work results. This follows the results of research conducted by (Fahriana & Sopiah, 2022; Nor, et al, 2023).

H3: Work Motivation Has a Positive Influence on Employee Performance.

#### The Influence of Organizational Culture on Work Motivation

Organizational culture can be understood as the shared values that guide an organization in achieving its objectives, functioning as a behavioural framework for its members. When this culture aligns with organizational goals and effectively shapes member behaviour, it generates enthusiasm and motivation for employees to exert greater effort in fulfilling both intrinsic and extrinsic needs while

striving toward those goals. The stronger employees perceive and embrace the organizational culture, the higher their level of work motivation, which is consistent with the integrated model of organizational behaviour proposed by Colquitt et al. (2019).

H4: Organizational Culture Has a Positive Influence on Work Motivation

The Influence of Emotional Quotient on Work Motivation

Emotional quotient is a person's ability to manage the emotions that exist in themselves and others, an employee who can be optimistic about the situation around him has a strong desire to fulfill the intrinsic and extrinsic desires that exist in him related to his work, in turn employees who have a strong drive to Fulfilling their needs will work even harder. This is a research result conducted by Safura (2021).

H5: Emotional Quotient Has a Positive Influence on Work Motivation

The Influence of Organizational Culture on Employee Performance Through Work Motivation

Organizational culture is an important thing in increasing employee performance through work motivation. Suppose an employee perceives that the organizational culture is following the organization's goals and can serve as a guideline for the organization's achievements. In that case, the employee will be encouraged to work better with the desire to fulfill his or her intrinsic and extrinsic desires. Employees who have high motivation will show maximum work results. This means that the better the organizational culture, the higher the work motivation, the higher the employee performance. Based on previous research conducted by (Nurul Izzah & Suwitho, 2022; Sendow et al, 2023), it is stated that organizational culture has a positive effect on employee performance. Based on theoretical studies, empirical studies and logic, the hypothesis proposed temporarily in this research is as follows.

H6: Organizational Culture Has a Positive Influence on Employee Performance Through Work Motivation

The Influence of Emotional Quotient on Employee Performance Through Work Motivation

Emotional quotient refers to an individual's ability to regulate both their own emotions and those of others. Employees who remain optimistic about their surroundings tend to have a strong motivation to satisfy their intrinsic and extrinsic work-related needs. This inner drive encourages them to put in greater effort, ultimately leading to improved performance. Prior studies by Nurul Izzah and Suwitho (2022), as well as by Berhand Sendow, Christine Karambut, and Martine Lapod (2023), have shown that emotional quotient has a positive influence on employee performance. Drawing from theoretical perspectives, empirical evidence, and logical reasoning, the following hypothesis is provisionally proposed in this research.

H7: Emotional Quotient Has a Positive Influence on Employee Performance Through Work Motivation

From this explanation, it can be concluded that a well-implemented organizational culture within an institution positively contributes to enhancing employee performance, especially when supported by employees' strong ability to manage and regulate their own emotional quotient.

## 2. Methods

This research uses a survey method with a structural equation model (SEM). This technique analyzes the relationship between two independent variables, one dependent variable, and one intervening variable, Sugiyono. (2017;2019). The independent variables are organizational culture ( $X_1$ ), with indicators: innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness, and stability. Emotional quotient ( $X_2$ ) with indicators: recognize your own emotions, manage emotions, motivate yourself, manage other people's emotions and building relationships as independent variables; work motivation (Y) in indicators: achievement, confession, responsibility, working conditions, interpersonal relationships and wages as Intervening variable, and the dependent variable is Employee Performance (Z) with indicators: quality, quantity, efficiency, effectiveness and timely. The unit of analysis in this research is the employees of the HR and General Bureau of the Jakarta Business Competition Supervisory Commission, totaling 88 employees. In this research, the sampling method used was Non-Probability Sampling.

3. Results and Discussions

Table.1  
SLF value and Reliability

Laten Variable	Indicator	Coefficients/SL F ( $\lambda$ )	Reliability		Conclusion
			CR $\geq$ 0.7	VE $\geq$ 0.5	
<b>Employee Performance</b>			0.873	0.587	Good reliability
	Quality	0.872			
	Quantity	0.892			
	Efficiency	0.566			
	Effectivity	0.580			
	Timely	0.849			
<b>Organizational Culture</b>			0.895	0.586	Good reliability
	Innovation and risk-taking	0.752			
	Attention to detail	0.744			
	Outcome orientation	0.796			
	People orientation	0.735			
	Team orientation	0.766			
	Aggressiveness	0.800			
<b>Emotional Quotient</b>			0.895	0.634	Good reliability
	Recognize your own emotions	0.853			
	Managing emotions	0.785			
	Motivate yourself	0.842			
	Managing other people's emotions	0.861			
	Building relationships	0.616			
<b>Work Motivation</b>			0.894	0.597	Good reliability
	Achievement	0.895			
	Confession	0.860			
	Responsibility	0.656			
	Working conditions	0.907			
	Interpersonal relationships	0.421			
	Wages	0.783			

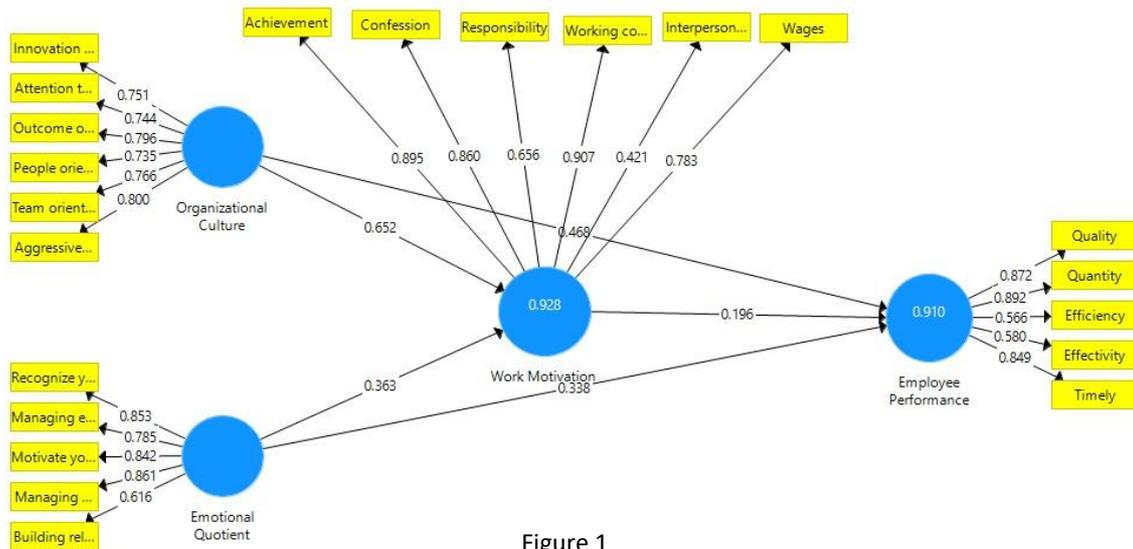


Figure 1  
Outer Model

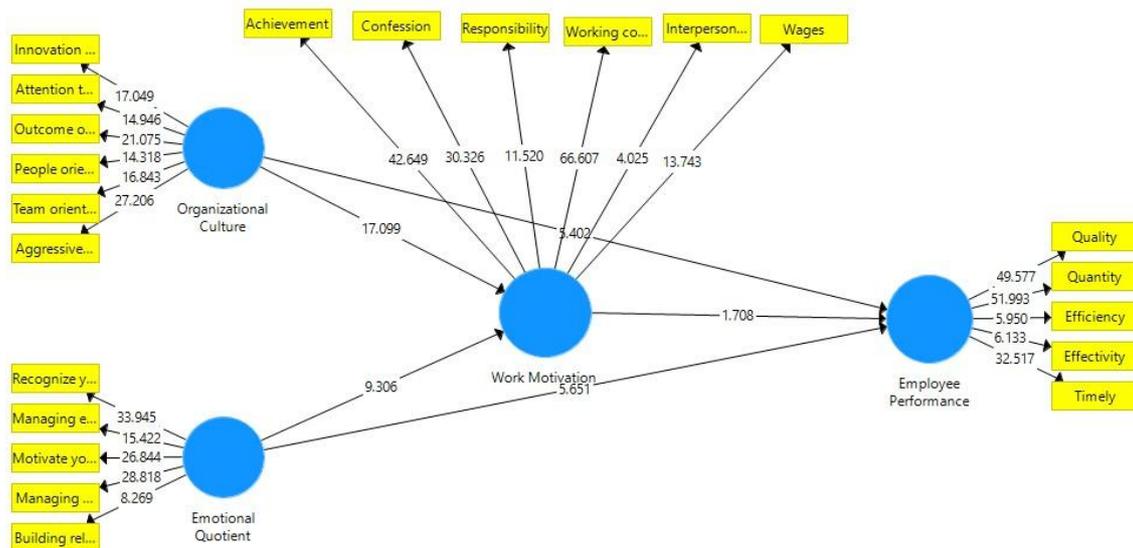


Figure 2  
Inner Model

The inner model above shows the significant influence of the three path coefficients tested in this study.

Table 2  
Path Coefficient (Direct Effect)

	Work Motivation	Employee Performance
Organizational Culture	0.652	0.468
Emotional Quotient	0.363	0.338
Work Motivation		0.196

Table 3  
Indirect Effect

Organizational Culture -> Work Motivation -> Employee Performance	0.128
Emotional Quotient -> Work Motivation -> Employee Performance	0.071

#### The Positive Direct Influence of Organizational Culture on Employee Performance

The path coefficient for the effect of organizational culture on employee performance is  $\beta = 0.468$ , indicating that organizational culture exerts a positive direct impact on performance. A stronger and more effective organizational culture contributes to higher levels of employee performance. This study further revealed that the aggressiveness dimension of organizational culture has the greatest effect on the quantity dimension of performance. This suggests that when organizations actively provide opportunities to apply new methods of accomplishing tasks, employees are able to enhance their work output. These findings are consistent with the results reported by Nurul Izzah & Suwitho (2022) and Sendow et al. (2023).

#### The Positive Direct Influence of Emotional Quotient on Employee Performance

The path coefficient value of the influence of EQ on employee performance is  $\beta = 0.338$ , and EQ's positive direct influence will improve employee performance. This means the higher the EQ, the higher the employee's performance. This study found that recognizing their emotions, the EQ indicators showed the most significant influence on the quantity indicator of employee performance. This shows that the more employees recognize their emotions, the more their work results increase in quantity, meaning their speed in completing their work is improving. This research finding is in line with the research results of Alonazi (2020)

#### The Positive Direct influence of Work Motivation on Employee Performance

The path coefficient value of the influence of work motivation on employee performance, is  $\beta = 0.196$ , which means there is a positive direct influence of work motivation on employee performance. The higher the work motivation, the higher the employee performance. This study found that the wages indicators of work motivation strongly influence the employee performance in quality indicator, meaning that high drive from individual will produce high quality of employee performance. This situation is critical in building positive perceptions of employees about their compensation, which will ultimately facilitate the achievement of organizational goals. This study's findings support the early research by Fahriana & Sopiah (2022), Nor et al (2023), which show that work motivation influences employee performance.

#### The Positive Direct Influence of Organizational Culture on Work Motivation

The path coefficient value of the influence of organizational culture on work motivation, is  $\beta = 0.652$ , which means there is a positive direct influence of organizational culture on work motivation. A fit and effective organizational culture will increase work motivation. This study found that the aggressiveness indicators of organizational culture strongly influence work motivation in working condition indicators, meaning that an effective organizational culture will drive individuals to do something positive to achieve organizational goals. This situation is critical in building positive desires and desires from employees. These study findings are supported by the organizational behavior model by Colquitt et al (2019).

#### The Positive Direct Influence of Emotional Quotient on Work Motivation

The calculation of the path coefficient value of the influence of emotional quotient on work motivation, is  $\beta = 0.363$ , which means there is a positive direct influence of EQ on work motivation. The higher EQ will increase work motivation. This study found that the recognize their emotion indicators of EQ have a strong influence on the work motivation in working condition indicators, meaning that when an employee can manage his emotions then he will easily be encouraged to think better of the working conditions in which he works This study findings support the early research findings by Safura (2021) that shows there is an influence emotional quotient on work motivation.

### **The Positive Indirect influence of Budaya Organisasi on Employee Performance through Work Motivation**

The indirect influence of organizational culture on employee performance through work motivation is  $\beta = 0.128$ ; it can be concluded that work motivation can mediate organizational culture and employee performance.

### **The Positive Indirect influence of Emotional Quotient on Employee Performance through Work Motivation**

The indirect influence of EQ on employee performance through work motivation is  $\beta = 0.071$ . It can be concluded that work motivation can mediate emotional quotient and employee performance.

## **4. Conclusion**

Strengthening a clear and consistent organizational culture—through instilling work values, exemplary leadership, firm work rules, and a fair reward system—can foster disciplined, collaborative, and results-oriented work behavior. This not only directly improves employee performance but also fosters work motivation because employees feel valued, have a clear work direction, and feel like an important part of the organization. Furthermore, strengthening emotional quotient (EQ) through training in emotional management, empathy, communication skills, and conflict resolution will help employees work with greater emotional stability, maintain positive work relationships, and be more resilient to work pressure. A strong EQ also enhances intrinsic motivation, as employees understand the meaning of their work and remain enthusiastic despite challenges. Ultimately, both organizational culture and EQ not only have a direct impact on performance but also indirectly through increased work motivation. Strong motivation makes employees more diligent, responsible, and proactive, thereby sustainably improving overall organizational performance. This paper has contributed both theoretical and practical implications. Theoretically,

This study adds to the literature on organizational mechanisms, individual characteristics, and individual mechanisms that significantly influence employee performance. Improving organizational culture and employee emotional intelligence will increase work motivation, which, in theory, leads to improved employee performance. Practically, the results of this study provide guidance for managers to pay attention to and train their employees' emotional intelligence, namely the ability to manage their own emotions and those of their environment. With high emotional intelligence, employees will be able to overcome all challenges in fulfilling their work demands.

We recommend that the organization evaluate organizational culture's fitness and improve the emotional quotient to increase employee performance and work motivation. Improving organizational culture and emotional quotient can be done by forming work teams involving all employees from all divisions. Establishing harmonious relations will make them more familiar with each other, building a positive workplace atmosphere.

## **5. Limitations**

The "Limitations" section identifies any constraints or weaknesses in the research, such as methodological limitations, data restrictions, or challenges in generalizing the findings. This section provides a transparent account of the study's potential shortcomings, helping readers understand the research's context and boundaries and highlighting areas that may require further exploration.

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