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## The Role of Emotional Intelligence and Organizational Culture in Improving Employee Performance: Empirical Evidence from Gajah Sakti Village

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### Abstract

This research aims to determine the role of emotional intelligence and organizational culture in improving employee performance: empirical evidence from Gajah Sakti Village. Gajah Sakti Village faces several labor-related issues with low performance associated with discipline and initiative. These problems can be linked to low emotional intelligence and poor organizational culture. This study employs a quantitative approach using a survey method involving 80 respondents. The analysis using the Partial Least Square (PLS) method shows that emotional intelligence and organizational culture have a positive and significant impact on employee performance. This means that the higher the emotional intelligence, the better the organizational culture, and the better the employee performance. This study recommends that the village government hold workshops on emotional intelligence and improve the organizational culture to enhance employee performance.

**Keywords:** employee performance, emotional intelligence, organizational culture.

### Abstrak

Penelitian ini bertujuan untuk mengetahui peran kecerdasan emosional dan budaya organisasi dalam meningkatkan kinerja karyawan: bukti empiris dari Desa Gajah Sakti. Desa Gajah Sakti menghadapi beberapa masalah terkait tenaga kerja dengan kinerja rendah yang berhubungan dengan disiplin dan inisiatif. Masalah ini dapat dikaitkan dengan kecerdasan emosional yang rendah dan budaya organisasi yang buruk. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei melibatkan 80 responden. Analisis menggunakan metode Partial Least Square (PLS) menunjukkan bahwa kecerdasan emosional dan budaya organisasi memiliki dampak positif dan signifikan terhadap kinerja karyawan. Ini berarti semakin tinggi kecerdasan emosional, semakin baik budaya organisasi, semakin baik pula kinerja karyawan. Penelitian ini merekomendasikan agar pemerintah desa mengadakan lokakarya tentang kecerdasan emosional dan meningkatkan budaya organisasi untuk meningkatkan kinerja karyawan.

**Kata Kunci:** kinerja pegawai, kecerdasan emosional, budaya organisasi.

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## **INTRODUCTION**

In an era of public service increasingly demanding efficiency, effectiveness, and accountability, the performance of government employees has become a key element in ensuring the success of an organization, including at the village government level. As the lowest unit of government, the village plays a strategic role in providing public services directly to the community. Therefore, the quality of human resources, especially village employees, has become the main determinant of the success of carrying out government, development, and community tasks. In this context, various internal and external factors affecting employee performance become important topics for deeper study.

Performance is the result achieved by an individual in carrying out their duties and responsibilities according to the standards set by the organization. Performance reflects the level of effectiveness and efficiency of a person in achieving predetermined objectives, both in terms of quality, quantity, timeliness, and work responsibility. Employee performance can be interpreted as the work achievements or accomplishments attained during employment, assessed based on both the quality and quantity of an employee during the evaluation period or timeframe set for performing their tasks and job responsibilities according to their job description (Hasibuan, 2017).

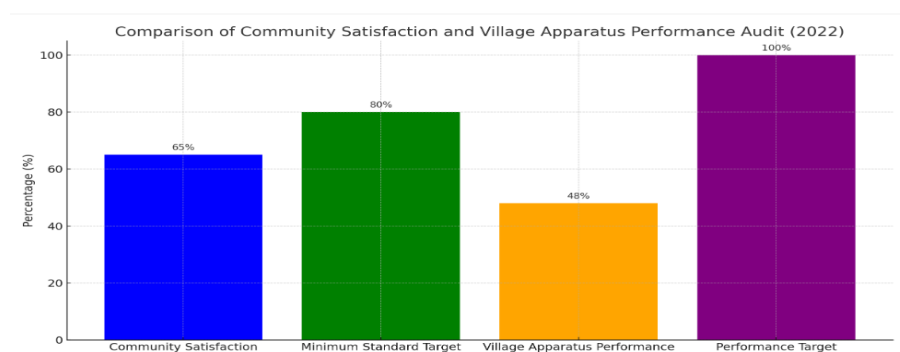
One of the most crucial internal aspects in determining individual performance in the workplace is emotional intelligence. (Bradberry & Greaves, 2009) states that emotional intelligence is the ability to recognize and understand emotions in oneself and others, as well as the ability to implement that understanding to manage how one behaves and socializes with others. This is consistent with research by (Harni et al., 2017) and further supported by (Harni et al., 2017), which explains that emotional intelligence significantly affects performance. On the other hand, organizational culture is a set of values that governs interactions between individuals within an organization and between individuals in the organization or other organizations as suppliers and the members of the community served. Organizational culture is shaped by individuals within the organization, the ethics embraced by the organization, the employment rights granted to each employee, and the type of organizational structure itself (Robbins et al., 2019). This aligns with research conducted by (Monika Rannu et al., 2023) and is reinforced by (Sancoko et al., 2019), which indicates that organizational culture significantly influences employee performance.

However, in practice, challenges and issues are still often encountered that indicate a decline in the performance quality of village officials. One phenomenon that has emerged at the Gajah Sakti Village Hall, Bandar Pulau District, is the weak coordination among employees, low discipline in carrying out tasks, and a lack of initiative and responsibility in completing work. Based on initial observation results and interviews with several village officials, it was found that some employees demonstrate a tendency to ignore effective communication, easily swayed by emotions in decision-making, and has minimal sense of ownership towards job responsibilities. This phenomenon reflects a possible correlation

between low emotional intelligence and weak internalization of organizational culture related to poor employee performance.

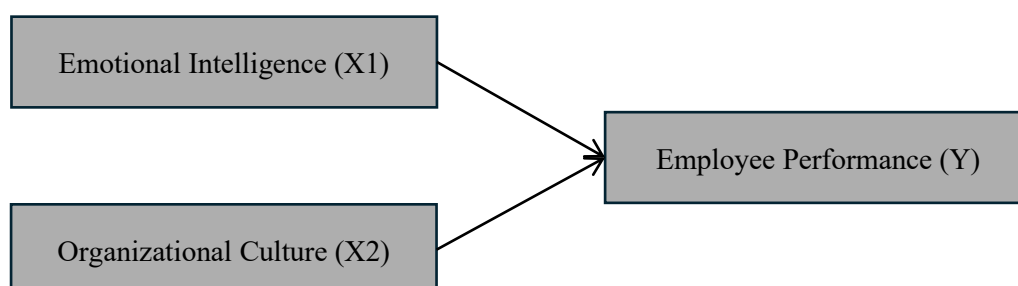
To strengthen the argument regarding the importance of this research, data from the Community Empowerment and Village Government Agency of Asahan Regency (2023) shows that the level of public satisfaction with services in several villages, including Gajah Sakti, is still below 65%, far from the minimum public service standard target of 80%. This data reinforces the suspicion that there are still weaknesses in the human resources aspect at the village level that must be addressed immediately. Additionally, the performance audit results of village officials for 2022 also indicate that only 48% of village hall employees meet individual performance indicators such as punctuality, productivity, and administrative responsibility. This data further emphasizes that research on the role of emotional intelligence and organizational culture in improving employee performance is both relevant and urgent to conduct. Specifically, this research aims to understand and analyze:

1. The influence of emotional intelligence on employee performance at the Gajah Sakti Village Hall, Bandarpulau District.
2. The influence of organizational culture on employee performance at the Gajah Sakti Village Hall, Bandarpulau District.



**Figure 1. Public Satisfaction Data and Performance Audit of Village Officials**

## THEORETICAL FRAMEWORK



**Figure 2. Theoretical Framework**

## **HYPOTHESIS DEVELOPMENT**

**H1:** Emotional intelligence has an impact on performance

**H2:** Organizational culture has an impact on performance

Emotional intelligence according to (Bradberry & Greaves, 2009) is the ability to recognize, understand, and manage one's own emotions and those of others, as well as to use it to form positive social relationships. Research (Harni et al., 2017) and (Kair et al., 2023) and (Andrea & Rozamuri, 2023) shows that emotional intelligence significantly influences the improvement of employee performance.

Organizational culture according to (Robbins et al., 2019) encompasses values, beliefs, and norms that shape the behavior of organizational members. A strong culture is believed to enhance performance, loyalty, work effectiveness, and reduce employee turnover rates. This finding is supported by research (Monika Rannu et al., 2023) and (Sancoko et al., 2019), and (Bupu & Wardani, 2024) which proves that organizational culture has a positive influence on performance.

## **RESEARCH METHOD**

This research is categorized as survey research that falls under the classification of causal research with a quantitative approach. Quantitative research is research where the problems are not determined at the beginning but are found after the researcher goes into the field, and if the researcher discovers new problems, those problems will be researched again until all issues have been answered (Sugiyono, 2019). The research was conducted at the Gajah Sakti Village Hall, Banda Pulau District, Asahan Regency.

The population of the study is the community at the Gajah Sakti Village Hall in Banda Pulau, Banda Pulau District, Asahan Regency, with a total of 100 people. The Slovin formula is used for sampling with an error tolerance of 5%, resulting in a sample size of 80. The PLS method is used to test the strength of the relationship between performance and its independent variables, namely emotional intelligence and organizational culture.

## **RESULT, DISCUSSION, AND MANAGERIAL IMPLICATION**

Based on table 1, the respondents in this study numbered 100 people who are members of the community living in Gajah Sakti Village. The characteristics of the respondents include gender, age, and education level, which were used to provide a demographic picture to support the analysis of the research data.

Based on figure 3, there are two levels of groups in SEM-PLS analysis. This means that it is an analysis of the measurement model (outer model), which includes reliability and validity (construct reliability and validity), Cronbach's Alpha, Average Variance Extracted (AVE) and the analysis of the

structural model (inner model), which includes R-Square, F-Square and hypothesis testing (Hair et al., 2017).

Based on table 2, it can be seen that the loading factor for each indicator is  $> 0.70$ . Therefore, it can be concluded that the indicators for each variable in this study are valid from the perspective of convergent validity. This means that all indicator values are convergent (aligned) with their variable values.

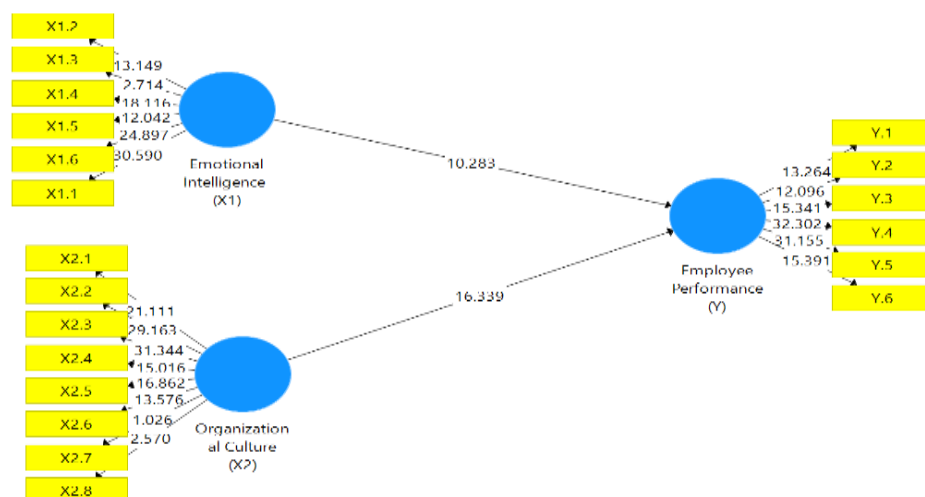
Based on table 3, it shows that the composite reliability value for each variable is  $> 0.60$ . Therefore, it can be concluded that the variables used in the research are declared reliable.

Based on table 4, it shows that the Cronbach's Alpha value for each variable is  $> 0.7$ . Therefore, it can be concluded that the variables used in the research are declared reliable.

Based on table 5, it shows that the AVE for each variable is  $> 0.5$ . It can be concluded that the variables used have already shown good convergent validity.

**Table 1. Respondent Characteristics**

No.	Respondent Characteristics	Description	Frequency	Percentage
1.	Gender	Male	67	67%
		Female	33	33%
		<b>Total</b>	<b>100</b>	<b>100%</b>
2.	Age	>20 Years old	17	17%
		31>40	38	38%
		41>50	26	26%
		>50	19	19%
		<b>Total</b>	<b>100</b>	<b>100%</b>
3.	Education Level	Junior School	14	14%
		High School	43	43%
		Bachelor	36	36%
		Master	7	7%
		<b>Total</b>	<b>100</b>	<b>100%</b>



**Figure 3. PLS Structural Model**

## Measurement Model Analysis

**Table 2. Outer Loadings**

Variable	Organizational Culture (X2)	Emotional Intelligence (X1)	Employee Performance (Y)
X1.1		0,897	
X1.2		0,817	
X1.3		0,759	
X1.4		0,810	
X1.5		0,774	
X1.6		0,842	
X2.1	0,845		
X2.2	0,846		
X2.3	0,868		
X2.4	0,800		
X2.5	0,769		
X2.6	0,737		
X2.7	0,768		
X2.8	0,712		
Y.1			0,778
Y.2			0,773
Y.3			0,816
Y.4			0,864
Y.5			0,877
Y.6			0,792

**Table 3. Reliability Test**

Variable	Composite Reliability
Organizational Culture (X2)	0,882
Emotional Intelligence (X1)	0,893
Employee Performance (Y)	0,923

**Table 4. Cronbach's Alpha Test**

Variable	Cronbach's Alpha
Organizational Culture (X2)	0,851
Emotional Intelligence (X1)	0,850
Employee Performance (Y)	0,900

**Table 5. Average Variance Extracted (AVE)**

Variable	AVE
Organizational Culture (X2)	0,514
Emotional Intelligence (X1)	0,594
Employee Performance (Y)	0,668

**Structural Model Analysis**

Based on table 6, it is known that the Adjusted R-Square value of Employee Performance (Y) is 0.75, which means that emotional intelligence (X1) and organizational culture (X2) influence Employee Performance (Y) by 96.6%, so the model is classified as good (high).

It can be seen from table 7, which states that the influence of the emotional intelligence variable (X1) on employee performance (Y) is 1.635, indicating a strong (large) effect. The influence of the organizational culture variable (X2) on employee performance (Y) is 4.753, also indicating a strong (large) effect.

It can be seen from table 8 above for the direct effect test:

1. The influence of emotional intelligence on employee performance has a beta coefficient of 0.382 and a t-statistic of  $10.496 > t\text{-table } 1.96$ , with a p-value of  $0.00 < 0.05$ . This means that emotional intelligence has a significant positive effect on the performance of employees in Gajah Sakti Village, Bandar Pulau Subdistrict.
2. The influence of organizational culture on employee performance has a beta coefficient of 0.652 and a t-statistic of  $16.475 > t\text{-table } 1.96$ , with a p-value of  $0.00 < 0.05$ . This means that organizational culture significantly and positively affects the performance of employees in Gajah Sakti Village, Bandar Pulau Subdistrict.

**Emotional Intelligence Significantly Affects Employee Performance**

Based on the tests conducted, the results of partial tests prove that emotional intelligence (X1) positively and significantly affects employee performance. Thus, if emotional intelligence increases, employee performance levels also improve. This indicates that the employees of Gajah Sakti Village, Bandar Pulau Subdistrict can understand and manage their emotions, allowing them to complete tasks well and on time, as well as socialize effectively. The results of this study align with the research conducted by (Miao et al., 2018) and supported by (Seituan 2023), and (Havivah & Rachmah, 2024)

**Table 6. R-Squared Test**

	R Square	R Square Adjusted
Employee Performance (Y)	0,967	0,966

**Table 7. F-Square Test**

Variable	Organizational Culture (X2)	Emotional Intelligence (X1)	Employee Performance (Y)
Organizational Culture (X2)			4,753
Emotional Intelligence (X1)			1,635
Employee Performance (Y)			

**Table 8. Results of Direct Effect Test**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
Organizational Culture (X2)	0,652	0,651	0,040	16,475	0,000
Emotional Intelligence (X1) Employee Performance (Y)	0,382	0,384	0,036	10,496	0,000

which proves that emotional intelligence significantly influences employee performance.

### **Organizational Culture Significantly Affects Employee Performance**

Based on the results of partial tests, it is proven that organizational culture has a significant and positive influence on the performance of employees in Gajah Sakti Village, Bandar Pulau Subdistrict. If the organizational culture is good, the level of employee performance will also increase. This shows that creating a strong organizational culture can foster loyalty to the company and stimulate maximum performance development and achievement of goals. It forms characteristics appreciated by every organization, such as innovative employees who can take risks, demonstrate precision and attention to detail, are results-oriented, and organize work activities as a team. A strong organizational culture will influence the behavior of its members because the level of togetherness and intensity will create a high internal environment for controlling behavior. One concrete result of a strong culture is a decrease in employee turnover, leading to cohesion, loyalty, and commitment to the organization. This explains that organizational culture impacts employee performance. The results of this study are consistent with the research conducted by (Amisha, 2024) and (Louhenapessy & Lindawati, 2022), and (Yodani & Rimadiaz, 2022) which proves that organizational culture significantly influences employee performance.

In this research, organizational culture has a greater influence than emotional intelligence on employee performance. This shows that in the context of organizations or governments such as village offices, having a strong internalization of organizational cultural values such as openness, collaboration, responsibility, and discipline plays a bigger role in shaping employee work behavior. Organizational culture acts as one of the factors directing attitudes, behaviors, and interaction patterns among employees, thereby significantly impacting performance. This finding provides guidance for managerial decision-making that can be applied in the organizational context, among which are :

1. The government needs to systematically develop a training program specifically for emotional intelligence, which includes training in emotion regulation, empathy, and interpersonal skills. This can be done periodically through workshops and mentoring.
2. Village heads and staff must reinforce the values of work culture and consistently socialize them



through leadership examples, a reward system, and sanctions. Commitment to these values will strengthen the culture and alignment of goals in the workplace.

## CONCLUSION, SUGGESTION, AND LIMITATIONS

Emotional intelligence has a positive and significant impact on employee performance. The research results show that emotional intelligence has a strong influence on employee performance. Employees who are able to understand and manage their own emotions as well as build good social relationships tend to demonstrate higher performance in carrying out tasks. Village heads and staff must reinforce the values of work culture and consistently socialize them through leadership examples, a reward system, and sanctions. Organizational culture has a positive and significant impact on employee performance. A good organizational culture, such as effective communication, teamwork, and commitment to organizational values, has been proven to promote improved employee performance. Commitment to these values will strengthen the culture and alignment of goals in the workplace.

Suggestion for the Development of Emotional Intelligence Training Village governments are advised to organize regular training to enhance the emotional intelligence of their employees, such as emotion management, empathy, and interpersonal skills. Strengthening Positive Organizational Culture Initiatives from village leaders are needed to strengthen a productive organizational culture through the formulation of clear values, vision, and mission, as well as through consistent rewards and punishments.

The scope of this research is limited to one village, namely the Office of Gajah Sakti Village, Bandar Pulau Subdistrict, thus generalizing the findings to other areas with different organizational and demographic characteristics must be done carefully. Further research involving more locations will provide a more comprehensive and representative picture. The variables in this study are limited to emotional intelligence and organizational culture, and do not yet encompass other factors that may also influence performance. This limitation is expected to be a consideration for future research that is more comprehensive.

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