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## EFFECT OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CULTURE ON PERFORMANCE WITH ORGANIZATIONAL COMMITMENT AS MEDIATION

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### ABSTRACT

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*Non Educational Permanent Employees are human resources who provide support to the Foundation in carrying out education management with the capacity and capability, this will have a positive impact on the sustainability of the Foundation. This study aims to determine the effect of emotional intelligence and organizational culture on performance with organizational commitment as a mediation for non-educational permanent employees at the Yohannes Gabriel Foundation. This research is a causal research. In this study the method used is a survey, namely by distributing questionnaires to Non-Educational Permanent Employees at the Yohannes Gabriel Foundation. The population in this study were all non-educational permanent employees at the Yohannes Gabriel Foundation. The sample in this study were 60 respondents. Researchers used PLS (Partial Least Square) as an analytical method. The results showed that there was no significant effect of Emotional Intelligence on Organizational Commitment, there was a positive and significant influence of Organizational Culture on Organizational Commitment, there was a positive and significant influence of Organizational Commitment on Performance, there was a positive and significant influence of Emotional Intelligence on Employee Performance, there*

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*was a positive and significant influence Organizational Culture has a significant effect on Employee Performance, there is no significant effect of Emotional Intelligence on Employee Performance through Organizational Commitment, and there is a significant influence of Organizational Culture on Employee Performance through Organizational Commitment.*

**KEYWORDS**

Emotional Intelligence, Organizational Culture, Performance, Organizational Commitment, Non-Educational Permanent Employees, Yohannes Gabriel Foundation



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**INTRODUCTION**

Human resource management is one of the activities that must be fulfilled in an organization or company, Agree in the context of a profit or non-profit organization. Problems with human resources and their management also occur in non-profit or non-profit organizations, especially in non-profit educational organizations with legal entities in the form of foundations, as will be the object of this research.

The foundation that will be the object of this research is the Yohannes Gabriel Foundation, a legal entity in the form of a foundation that manages education from kindergarten to high school and vocational level. The schools that are managed by the Yohannes Gabriel Foundation are spread across East Java and Central Java.

Professional management of human resources is a necessity that can answer the current condition of the Education Foundation, a strategic issue that is very prominent is how the performance of non-educational permanent employees is able to contribute optimally in carrying out educational services when employee performance is weak. The issue of employee performance is also often a debate in the progress of an Educational Foundation. According to Widjaja (2017), employee performance can be seen from the achievement of missions at work, so that personal capacity in managing emotions is useful for making decisions and solving problems experienced as well as organizational culture to direct employee behavior in improving work abilities in accordance with the Agree values that are lived in the Foundation. This education is also the role of an employee's organizational commitment is needed in order to maximize his personal ability to contribute through his performance.

By improving employee performance, improvements can also occur in the overall performance of the organization. The performance of an organization can also be interpreted that the performance of an employee experiences movement, how the quality of employees works, how much work is produced and the timeliness used in completing tasks and responsibilities. This includes the Yohannes Gabriel Foundation which must manage this organization optimally considering the phenomena experienced in the last 5 (five) years in addition to natural phenomena experienced by all sectors including the Education sector in it. The trend for the last 5 (five) years of the Yohannes Gabriel Foundation, from the perspective of the number of employees, is relatively decreasing. Thus, performance is a key factor for every individual and organization in achieving productivity (Duwit, 2015). Non-educational permanent employees at the Education

Foundation, play an important role in the education service process considering that education services are the main basis for the sustainability of this foundation.

According to Widodo and Haryanto (2010), the higher the competence, the higher the employee's performance, of course, the contribution to the organization will also be greater and more positive, therefore non-educational employees should be able to carry out their main tasks and functions optimally so that the service process can be provided effectively. correct. Therefore, researchers need to underline that, a way is needed to find out the needs of employees, one way to find out what is needed and expected by employees is to know the level of employee job satisfaction ([Julindrastuti & Karyadi, 2016](#)).

According to Handoko (2001) in Julindrastuti and Karyadi (2016), job satisfaction can be seen from a pleasant or unpleasant emotional state with which employees view their work. Therefore, in this study, researchers will try to dig deeper, how the human aspect can work together to create maximum performance in order to contribute to the Yohannes Gabriel Foundation. Organizational culture is something that is interesting in human resource activities in carrying out daily routines, how to provide excellent and maximum service through their performance when they need adaptation to the Foundation's organizational culture.

One of the external factors that can affect the performance of an employee is the organizational culture, the employee's behavior is influenced by the environment in which they work which is formed through organizational culture. Organizational culture is the values that develop in an organization, where these values are used to direct the behavior of members of the organization ([Tanuwibowo & Sutanto, 2014](#)). The values that are lived in the Yohannes Gabriel Foundation are certainly rooted in the values behind the formation of this organization, the Yohannes Gabriel Foundation is a religious-based organization. Another factor that affects the high and low performance of an employee who works at the Education Foundation, especially non-educational permanent employees is also related to organizational commitment, organizational commitment has become an important and influential thing in services in the world of education.

The purpose of this study was to analyze the effect of emotional intelligence and organizational culture on performance with organizational commitment as a mediation for non-educational permanent employees at the Yohannes Gabriel Foundation.

## RESEARCH METHOD

This research is a causal research, which is a study to analyze the causal relationship between variables. In this study, the method used was a survey, namely by distributing questionnaires to Non-Educational Permanent Employees at the Yohannes Gabriel Foundation, to determine the effect of emotional intelligence and organizational culture on organizational commitment and performance. In this study, using a Likert scale to measure respondents' responses to the statements given.

The type of data in this study is quantitative research whose data is in the form of numbers collected through structured questions ([Sekaran & Bougie, 2016](#)). The source of data in this study is primary data, namely data collected by researchers directly from the first source ([Puspitaningtyas, 2017](#)).

The method of data collection in this study was using a questionnaire. The population in this study were all non-educational permanent employees at the Yohannes

Gabriel Foundation, amounting to 250 people. While the sample size in this study were 60 respondents. This study uses Structural Equation Modeling (SEM) to analyze the data. Researchers use PLS (Partial Least Square) as an analysis method.

## RESULT AND DISCUSSION

### a. Descriptive Analysis

**Table 1 Classification of Assessment Categories for Descriptive Statistics**

Average Value Count	Rating Category
1 – 1,80	Strongly Disagree
1,81 – 2,60	Do not agree
2,61 – 3,40	Neutral
3,41 – 4,20	Agree
4,21 – 5,00	Strongly agree

Source: Umar (2011:130)

Based on Table 1, the scale can be used as a reference to provide an assessment of the results of the existing questions, which are related to the existing variables and discussed in this study. The following is a description of respondents' perceptions of each variable, in full as follows:

#### 1. Emotional Intelligence Variable (X1)

**Table 2 Respondents' Perceptions on Emotional Intelligence Variables (X1)**

No	Statement	Average	Standard Deviation	Criteria
1	I can find out why my emotions are rising (X1.1)	4,4	0,61617	Strongly agree
2	I have high self-confidence (X1.2)	4,18	0,67627	agree
3	I know the level of work ability I have (X1.3)	4,35	0,63313	Strongly agree
4	I always think optimistically (X1.4)	4,43	0,67313	Strongly agree
5	I am able to control my emotions when I feel angry (X1.5)	4,13	0,62346	agree
6	I am open to the latest information (X1.6)	4,57	0,5928	Strongly agree
7	I can adapt to Agree in a work environment (X1.7)	4,47	0,62346	Strongly agree
8	I'm one of those people who never give up (X1.8)	4,32	0,65073	Strongly agree
9	I can understand other people's feelings (X1.9)	4,17	0,55744	agree
10	I can communicate with Agree to others (X1.10)	4,23	0,62073	Strongly agree
11	I have the ability to influence other	3,93	0,66042	agree

	people (X1.11)			
12	I have leadership spirit (X1.12)	3,98	0,70089	agree
<b>Average Variable X1</b>		<b>4,26</b>	0,65859	<b>Strongly agree</b>

Source: Appendix 4

Based on the results of the data above, it is known that the respondents' responses to the Emotional Intelligence variable (X1) resulted in an average of 4.26. This means that respondents tend to judge that they have Emotional Intelligence (X1) who Strongly Agree. The indicator rated the most Agree is the statement "I am open to the latest information" with an average of 4.57. While the indicator that is rated the lowest is the statement "I have the ability to influence other people" with an average of 3.93.

## 2. Organizational Culture Variable (X2)

**Table 3 Respondents' Perceptions on Organizational Culture Variables (X2)**

No	Statement	Average	Standard Deviation	Category
1	I have an orientation to serve others (X2.1)	4,48	0,67627	Strongly agree
2	I am able to build social relations Agree (X2.2)	4,4	0,64309	Strongly agree
3	I have concern for others and the organization (X2.3)	4,38	0,66617	Strongly agree
4	I am able to communicate with Agree (X2.4)	4,27	0,60693	Strongly agree
5	I am able to assess all problems objectively (X2.5)	4,07	0,63424	agree
6	I dare to admit mistakes (X2.6)	4,4	0,61617	Strongly agree
7	I am able to initiate change on error (X2.7)	4,17	0,58705	agree
8	I dare say the right thing (X2.8)	4,35	0,65935	Strongly agree
9	I'm on time in everything (X2.9)	4,1	0,70591	agree
10	I obey the applicable rules (X2.10)	4,45	0,6746	Strongly agree
11	I am able to innovate (X2.11)	4,15	0,60576	agree
<b>Average Variable X2</b>		<b>4,29</b>	0,65481	<b>Strongly agree</b>

Source: Appendix 4

Based on the results of the data above, it is known that the respondents' responses to the variable Organizational Culture (X2) resulted in an average of 4.29. This means that respondents tend to judge that Organizational Culture (X2) has been carried out Strongly Agree. The indicator rated the most Agree is the statement "I have an orientation to serve others" with an average of 4.48. While the indicator that is rated the lowest is the statement "I am able to assess all problems objectively" with an average of 4.07.

**3. Organizational Commitment Variable (Y1)****Table 4 Respondents Perception on Organizational Commitment Variable (Y1)**

No	Statement	Average	Standard Deviation	Category
1	I feel happy to run a career where I serve (Y1.1)	4,53	0,67565	Strongly agree
2	I feel proud to be a part of where I work (Y1.2)	4,62	0,61318	Strongly agree
3	The place where I work has a personal meaning/impression for me (Y1.3)	4,48	0,62414	Strongly agree
4	I will feel a loss if I have to quit/resign (Y1.4)	4,13	0,67565	agree
5	I work at the Yohannes Gabriel Foundation is a necessity (Y1.5)	3,95	0,62232	agree
6	I feel unethical when I change jobs (Y1.6)	4,08	0,71997	agree
7	Loyalty to one organization is important to me (Y1.7)	4,52	0,62414	Strongly agree
8	I will not quit my job even if I get a more favorable job offer (Y1.8)	4,17	0,76284	agree
<b>Variable Average</b>		<b>4,31</b>	0,70303	Strongly agree

Source: Appendix 4

Based on the results of the data above, it is known that the respondents' responses to the variable Organizational Commitment (Y1) resulted in an average of 4.31. This means that respondents tend to judge that Organizational Commitment (Y1) has been carried out Strongly Agree. The indicator rated the most Agree is the statement "I feel proud to be part of the place I work for" with an average of 4.62. While the indicator that is rated the lowest is the statement "I work at the Yohannes Gabriel Foundation is a necessity" with an average of 3.95

**4. Performance Variable (Y2)****Table 5 Respondents' Perceptions on Performance Variables (Y2)**

No	Statement	Average	Standard Deviation	Category
1	I am able to work carefully and honestly (Y2.1)	4,4	0,55845	Strongly agree
2	My knowledge or skills help in improving performance (Y2.2)	4,45	0,64899	Strongly agree
3	I do the task according to the predetermined target (Y2.3)	4,37	0,68807	Strongly agree
4	I can cooperate with other co-workers (Y2.4)	4,52	0,62414	Strongly agree
5	I came home on time (Y2.5)	4,2	0,7983	Agree

6	I come to work at the appointed time (Y2.6)	4,52	0,62414	Strongly agree
<b>Average Variable</b>		<b>4,41</b>	0,66545	Strongly agree

Source: Appendix 4

Based on the results of the data above, it is known that the respondents' responses to the Performance variable (Y2) resulted in an average of 4.41. This means that respondents tend to judge that Performance (Y2) has been done Strongly Agree. The indicators that are rated the most Agree are the statements "I can cooperate with other coworkers" and "I come to work according to the set time" with an average of 4.52. While the indicator that is rated the lowest is the statement "I go home on time" with an average of 4.20

**b. Data analysis**

**1. Outer Model Evaluation**

Evaluation of the measurement model is a stage to evaluate the validity and reliability of a construct, which consists of Construct Validity Evaluation and Construct Reliability Evaluation. Each will be explained as follows:

**Convergent Validity Test**

Evaluation of construct validity is done by calculating convergent validity. Convergent validity is known through the value of loading factor and Average Variance Extracted (AVE). An instrument is said to meet the convergent validity test if it has a loading factor and Average Variance Extracted (AVE) above 0.5. The results of the convergent validity test are presented in the following table:

**Table 6 Loading Factor Convergent Validity Test Results**

Variable	indicator	Loading Factor
Emotional Intelligence (X1)	X1.1	0,643
	X1.2	0,809
	X1.3	0,780
	X1.4	0,832
	X1.5	0,696
	X1.6	0,739
	X1.7	0,757
	X1.8	0,809
	X1.9	0,747
	X1.10	0,773
	X1.11	0,725
	X1.12	0,776
Organizational Culture (X2)	X2.1	0,861
	X2.2	0,784
	X2.3	0,838
	X2.4	0,763
	X2.5	0,785
	X2.6	0,799
	X2.7	0,761
	X2.8	0,779

	X2.9	0,743
	X2.10	0,805
	X2.11	0,710
	Y1.1	0,829
	Y1.2	0,887
	Y1.3	0,825
	Y1.4	0,803
Organizational Commitment (Y1)	Y1.5	0,570
	Y1.6	0,746
	Y1.7	0,835
	Y1.8	0,811
	Y2.1	0,711
	Y2.2	0,837
	Y2.3	0,837
Performance (Y2)	Y2.4	0,812
	Y2.5	0,723
	Y2.6	0,802

Source: Appendix 5

Based on Table 6 above, it can be seen that all indicators produce a loading factor value greater than 0.5. So it can be concluded that based on convergent validity the indicators used in this study are valid.

**Table 7 AVE . Convergent Validity Test Results**

Variable	AVE
Emotional Intelligence (X1)	0,576
Organizational Culture (X2)	0,617
Organizational Commitment (Y1)	0,629
Performance (Y2)	0,622

Source: Appendix 5

Based on Table 7 above, it can be seen that all variables produce Average Variance Extracted (AVE) values that are greater than 0.5. Thus, based on convergent validity, all of these indicators are declared valid to measure the variables.

### Construct Reliability

Calculations that can be used to test construct reliability are Cronbach alpha and composite reliability. The test criteria state that if the composite reliability is greater than 0.7 and Cronbach's alpha is greater than 0.6 then the construct is declared reliable. The results of the calculation of composite reliability and cronbach alpha using Smart PLS 3.0 can be seen through the summary presented in the following table:

**Table 8 Construct Reliability Test Results**

Variable	Cronbach's Alpha	Composite Reliability
Emotional Intelligence (X1)	0,870	0,894
Organizational Culture (X2)	0,900	0,917



Organizational Commitment (Y1)	0,869	0,898
Performance (Y2)	0,821	0,869

Source: Appendix 5

Based on Table 8 above, it can be seen that only each variable produces a Chronbach alpha value greater than 0.6 or a composite reliability value greater than 0.7. Thus, based on the calculation of the Chronbach alpha value or the composite reliability value, all indicators are declared reliable in measuring the variables.

## 2. Inner Model Evaluation

Evaluation of the structural model or inner model is a stage to evaluate the goodness of fit which includes the coefficient of determination and predictive relevance as well as hypothesis testing. Each will be explained as follows:

### Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination (R<sup>2</sup>) is used to determine the magnitude of the ability of endogenous variables to explain the diversity of exogenous variables, or in other words to determine the magnitude of the contribution of exogenous variables to endogenous variables. The results of R<sup>2</sup> can be seen in the following table.

**Table 9 Results of the Coefficient of Determination (R<sup>2</sup>)**

Dependent Variable	R Square	R Square Adjusted
Organizational Commitment (Y1)	0,680	0,669
Performance (Y2)	0,822	0,813

Source: Appendix 5

Table 9 shows that the R-square value of the Organizational Commitment variable (Y1) is 0.680 or 68.0%. This can indicate that the diversity of the variable Organizational Commitment (Y1) can be explained by the variables of Emotional Intelligence (X1) and Organizational Culture (X2) of 68.0%. Or in other words, the contribution of Emotional Intelligence (X1) and Organizational Culture (X2) variables to the Organizational Commitment variable (Y1) is 68%. While the remaining 42% is the contribution of other variables not discussed in this study.

The R-square value of the Performance variable (Y2) is 0.822 or 82.2%. This can indicate that the diversity of performance variables (Y2) can be explained by the variables of Emotional Intelligence (X1), Organizational Culture (X2), and Organizational Commitment (Y1) of 82.2%. Or in other words, the contribution of the variables of Emotional Intelligence (X1), Organizational Culture (X2), and Organizational Commitment (Y1) to Performance (Y2) is 82.2%. While the remaining 17.8% is the contribution of other variables not discussed in this study.

### Predictive Relevance (Q<sup>2</sup>)

The value of Q<sup>2</sup> can be used to measure how much you agree with the observed values generated by the model and also the estimated parameters. A Q<sup>2</sup> value greater than 0 (zero) indicates that the model is said to be quite Agree, while a Q<sup>2</sup> value less than 0 (zero) indicates that the model lacks predictive relevance. The following are the results of the Predictive Relevance (Q<sup>2</sup>) test :

**Table 10 Predictive Relevance (Q<sup>2</sup>) Test Results**

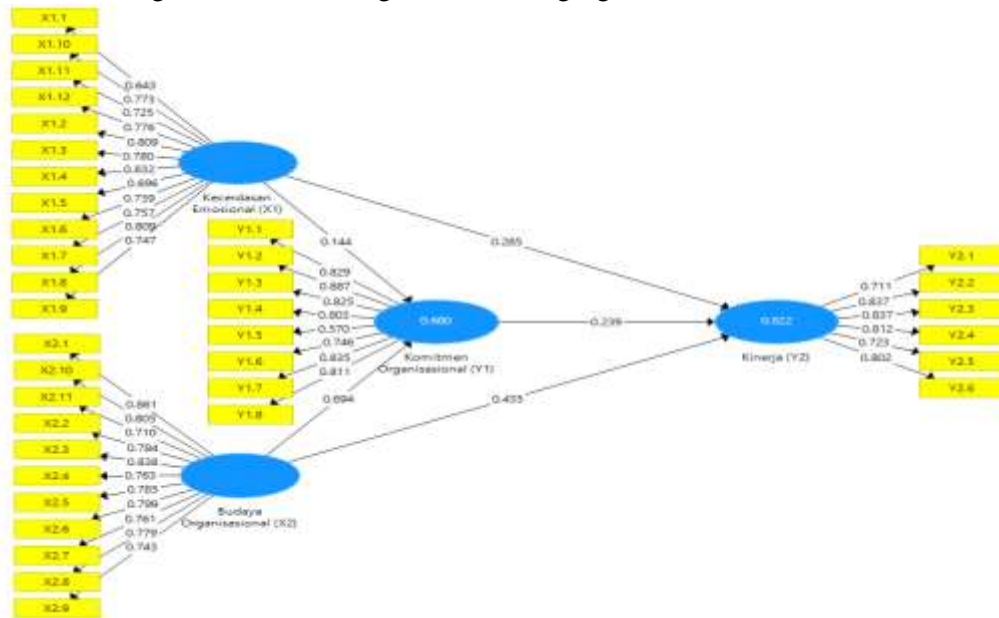
Dependent Variable	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Organizational Commitment (Y1)	480,000	285,442	0,405
Performance (Y2)	360,000	186,184	0,483

Source: Appendix 5

The results in Table 10 show that all variables produce a Predictive Relevance (Q<sup>2</sup>) value greater than 0 (zero) which indicates that the model is said to be sufficient Agree

**c. Hypothesis test**

Significance testing is used to test whether there is an effect of exogenous variables on endogenous variables. The test criteria state that if the T-statistics T-table (1.96) or the P-value < significant alpha 5% or 0.05, it means that there is a significant effect of exogenous variables on endogenous variables. The results of the significance and model testing can be seen through the following figures and tables.



**Figure 1 PLS . Construct**

**Table 11 Hypothesis Testing Results**

Influence	Coefficient	T Statistics ( O/STDEV )	P Values	Hypothesis Decision
Emotional Intelligence (X1) -> Organizational Commitment (Y1)	0,144	0,713	0,476	Rejected
Organizational Culture (X2) -> Organizational Commitment (Y1)	0,694	3,389	0,001	Accepted
Organizational Commitment (Y1) -> Performance (Y2)	0,239	2,685	0,008	Accepted
Emotional Intelligence (X1) -> Performance (Y2)	0,285	2,208	0,028	Accepted
Organizational Culture (X2) -> Performance (Y2)	0,435	3,190	0,002	Accepted

Source: Appendix 5

Based on Table 11 it can be explained as follows:

**1. Effect of Emotional Intelligence (X1) on Organizational Commitment (Y1)**

The test of the effect of Emotional Intelligence (X1) on Organizational Commitment (Y1) produces a T statistics value of 0.713 with a p-value of 0.476. The test results show that the value of T statistics  $< 1.96$  and  $p\text{-value} > 0.05$ . This means that there is no significant effect of Emotional Intelligence (X1) on Organizational Commitment (Y1). Thus hypothesis 1 is rejected.

**2. The Influence of Organizational Culture (X2) on Organizational Commitment (Y1)**

The test of the influence of S Organizational Culture (X2) on Organizational Commitment (Y1) produces a T statistics value of 3.389 with a p-value of 0.001. The test results show that the value of T statistics  $> 1.96$  and  $p\text{-value} < 0.05$ . This means that there is a significant influence of Organizational Culture (X2) on Organizational Commitment (Y1). The resulting coefficient value is positive, namely 0.694. Thus it can be interpreted, the more Agree with Organizational Culture (X2), the more likely it is to increase Organizational Commitment (Y1). So that hypothesis 2 is accepted.

**3. The Effect of Organizational Commitment (Y1) on Performance (Y2)**

The test of the effect of Organizational Commitment (Y1) on Performance (Y2) produces a T statistics value of 2.685 with a p-value of 0.008. The test results show that the value of T statistics  $> 1.96$  and  $p\text{-value} < 0.05$ . This means that there is a significant effect of Organizational Commitment (Y1) on Performance (Y2). The resulting coefficient value is positive, namely 0.239. Thus it can be interpreted, the more Agree with Organizational Commitment (Y1), the more likely it is to increase Performance (Y2). So that hypothesis 3 is accepted.

**4. Effect of Emotional Intelligence (X1) on Performance (Y2)**

The test of the influence of Emotional Intelligence (X1) on Performance (Y2) produces a T statistics value of 2.208 with a p-value of 0.028. The test results show that the value of T statistics  $> 1.96$  and  $p\text{-value} < 0.05$ . This means that there is a significant effect of Emotional Intelligence (X1) on Performance (Y2). The resulting coefficient value is positive, namely 0.285. Thus it can be interpreted, the higher the Emotional Intelligence (X1), it tends to increase the Performance (Y2). So that hypothesis 4 is accepted

**5. The Influence of Organizational Culture (X2) on Performance (Y2)**

The test of the influence of Organizational Culture (X2) on Performance (Y2) produces a T statistics value of 3.190 with a p-value of 0.002. The test results show that the value of T statistics  $> 1.96$  and  $p\text{-value} < 0.05$ . This means that there is a significant influence of Organizational Culture (X2) on Performance (Y2). The resulting coefficient value is positive, namely 0.435. Thus it can be interpreted, the more Agree with Organizational Culture (X2), the more likely it is to increase Performance (Y2). So that hypothesis 5 is accepted

**Effect Table 12 Indirect Effect Hypothesis Testing**

Indirect Effect	Koefisien	T Statistics	P Values	Hypothesis Decision
Emotional Intelligence (X1) -> Organizational Commitment (Y1) -> Performance (Y2)	0,034	0,663	0,507	Rejected

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Organizational Culture (X2) -> Organizational Commitment (Y1) -> Performance (Y2)	0,166	1,983	0,048	Accepted
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Source: Appendix 5

Based on Table 12 it can be explained as follows:

**1. The Effect of Emotional Intelligence (X1) on Performance (Y2) Through Organizational Commitment (Y1)**

The test of the influence of Emotional Intelligence (X1) on Performance (Y2) Through Organizational Commitment (Y1) produces a T statistics value of 0.663 with a p-value of 0.507. The test results show that the value of T statistics  $< 1.96$  and  $p\text{-value} > 0.05$ . This means that there is no influence of Emotional Intelligence (X1) on Performance (Y2) through Organizational Commitment (Y1). Thus it can be stated that Organizational Commitment (Y1) is not able to mediate the effect of Emotional Intelligence (X1) on Performance (Y2). So that hypothesis 6 is not fulfilled

**2. The Influence of Organizational Culture (X2) on Performance (Y2) Through Organizational Commitment (Y1)**

The test of the influence of Organizational Culture (X2) on Performance (Y2) Through Organizational Commitment (Y1) produces a T statistics value of 1.983 with a p-value of 0.048. The test results show that the value of T statistics  $> 1.96$  and  $p\text{-value} < 0.05$ . This means that there is an influence of Organizational Culture (X2) on Performance (Y2) through Organizational Commitment (Y1). Thus it can be stated that Organizational Commitment (Y1) is able to mediate the influence of Organizational Culture (X2) on Performance (Y2). So that hypothesis 7 is fulfilled.

**d. Discussion**

**1. The Effect of Emotional Intelligence on Organizational Commitment**

Emotional intelligence is the ability to understand effectively, agilely, understand, manage emotions for oneself and the emotions of others in a positive and productive manner (Nabilla, 2021). In other words, emotional intelligence is the ability to motivate oneself in controlling emotions in oneself and others to achieve success in aspects of life. It can be concluded that emotional intelligence is needed in everyone. Goleman (2015) defines emotional intelligence as the ability to motivate oneself and endure frustration, control impulses, and not exaggerate pleasures, regulate moods, and keep stress loads from paralyzing the ability to think, empathize and pray.

Organizational commitment is an important thing that exists in an employee when he is in a company. The opinion of Porter et al. in (Mahdi, 2017) organizational commitment is formed internally or a set of intentions in increasing the desire of employees to remain in the organization by accepting the goals and values of the company. Chermis (1998) in Purba et al, (2014) states that a person's emotional intelligence factor can increase organizational commitment. This statement is also in line with Carson and Carson 1998 in Purba et al. (2014) states that someone who is committed to his work is a person who has intelligent emotions so that he can motivate himself and others, be able to control emotions, have judgment in making decisions, empathize and be able to build and establish social relationships that agree.

Based on the results of the analysis, it was found that Emotional Intelligence had no significant effect on Organizational Commitment. The results of this study are in line with research from Aghdasi, et al. (2011) proves that emotional intelligence does not have an impact on organizational commitment but contrary to research from Khanifah and Palupiningdyah (2015) which concludes that there is a positive and significant effect of Emotional Intelligence on Organizational Commitment. This means that employees agree that having high or low emotional intelligence does not affect employee commitment.

## **2. The Influence of Organizational Culture on Organizational Commitment**

Organizational culture is a form of business, thought and activity in dealing with, controlling and controlling oneself in the organization for the sake of the continuity of the organization concerned (Ismail & Iriani, 2021). Organizational efforts in increasing the organizational commitment of its employees cannot be separated from the applied organizational culture, where organizational culture is a guideline or basic assumption applied by employees in behaving in an organization. According to (Ramezan, 2016) organizational culture is a belief and ethical principle of organizational members who play an important role in the organization's management system.

Based on the results of the analysis, it was found that organizational culture had a significant effect on organizational commitment. This shows that the more Agree with the organizational culture, the higher the organizational commitment. The more agree the perceptions of each member of the organization regarding the organizational culture in their workplace, the higher their commitment to the organization. Agree organizational culture will make employees motivated to totality in working to achieve company goals. A company environment that agrees is an environment that can encourage employees to be able to achieve company goals, the company environment does not only include the people in the company who are in it, more than that, the existing facilities, a conducive work climate, the values upheld in the company. company that must be considered by the company so that employees can work with Agree. The results of this study are in line with research from Khanifah and Palupiningdyah (2015) which concludes that there is a positive and significant influence of Organizational Culture on Organizational Commitment. The results of research from Wibawa and Made (2018) also state that there is a positive and significant influence of Organizational Culture on Organizational Commitment.

## **3. The Effect of Organizational Commitment on Performance**

According to Amanda, et al. (2017), performance is a quality of employee work results in carrying out work within a certain time, through work processes according to organizational standards. Furthermore (Muis, Jufrizen, & Fahmi, 2018) suggests that the performance of human resources is largely determined by internal and external conditions. So to get an agreed performance from an employee, an organization must be able to provide facilities and infrastructure as a support in completing the work. One of the factors that can affect employee performance is organizational commitment. High organizational commitment will have a positive influence on its employees, namely creating job satisfaction, morale, agreeable work performance and the desire to continue working at the company concerned.

Based on the results of the analysis, it was found that organizational commitment has a positive and significant effect on employee performance. This means that the higher the organizational commitment it will affect the performance of employees who increasingly agree. Employees who have high commitment show high loyalty to the

company where they work. With this loyalty will make the performance of employees more agree because they feel they have the same goals in the company. Employees want to stay in the company, employees feel part of the family of the company, the more employees will give the agreed results for the company and will have an impact on increasing employee performance. The results of this study are in line with research from Khanifah and Palupiningdyah (2015) which concludes that there is a positive and significant effect of organizational commitment on employee performance. The results of research from Ginanjar and Berliana (2021) also conclude that there is a positive and significant effect of organizational commitment on employee performance.

#### **4. The Effect of Emotional Intelligence on Performance**

The first factor that is important to study related to factors that affect performance is emotional intelligence. The state of adapting to the environment is a situation where a person must be smart to bring himself to be useful for others and the surrounding environment (Argon & Liana, 2020). This ability is the ability to form a model of yourself that Agrees.

Based on the results of the analysis, it was found that emotional intelligence had a significant effect on employee performance. According to (Albanna & Ahmed, 2016) his research shows that the emotional intelligence factor has a direct influence on employee performance. This means that the higher the emotional intelligence, the higher the employee's performance. (Fitriastuti, 2013) Emotional intelligence contributes openly through self-awareness, self-management, self-motivation, empathy and social skills. The results of this study are in line with research from Khanifah and Palupiningdyah (2015) which concludes that there is a positive and significant influence on emotional intelligence on employee performance. The results of research from Pratama and Tintin (2017) also conclude that there is a positive and significant influence on emotional intelligence on employee performance.

#### **5. The Influence of Organizational Culture on Performance**

The organizational culture of a company reflects the values and norms that become the company's vision and mission in achieving its goals. Indeed, a company that has a strong organizational culture will have a great influence on the behavior of its members because the high level of togetherness and intensity creates an internal climate of high behavioral control. Employees or employees who have Agree performance, then the performance of the organization will also increase because the employee or employee is the driving force for the organization's operations. (Amanda, Oktiani, & Panjaitan, 2019) states that a norm or guideline used by an organization to carry out its activities which is then implemented by the resources in it.

Based on the results of the analysis, it was found that Organizational Culture had a positive and significant effect on employee performance. This means that the more Agree with the organizational culture, it will improve employee performance. The application of an organizational culture that agrees will significantly improve employee performance, and vice versa the implementation of an organizational culture that does not agree will significantly reduce employee performance. Organizational culture can help employee performance, because it creates a great level of motivation for employees to give their agreed ability to take advantage of the opportunities provided by their organization. A strong culture is the key to the success of an organization. The results of this study are in line with research from Khanifah and Palupiningdyah (2015) which concludes that there is a positive and significant influence of organizational culture on

employee performance. The results of Dunggio's research (2020) also conclude that there is a positive and significant influence of organizational culture on employee performance.

#### **6. The Effect of Emotional Intelligence on Performance Through Organizational Commitment**

Based on the results of the analysis, it was found that there was no indirect effect of Emotional Intelligence on Performance through Organizational Commitment. This shows that agree that the higher or lower the emotional intelligence of a person does not affect employee commitment to the company, resulting in no influence or change on employee performance. These results are in accordance with the first hypothesis that there is no significant effect of Emotional Intelligence on Organizational Commitment. Employees even though they have high emotional intelligence that is able to behave positively towards others and are able to establish relationships Agree with others does not make the employee commitment to the organization. This can be due to the employee's personal condition such as financial or because of an offer that is more agreeable from another company so that it has no effect on Organizational Commitment.

The results of this study are in line with research from (Fitriani & Palupiningdyah, 2017) which proves that emotional intelligence has no impact on organizational commitment. This shows that emotional intelligence has no effect on organizational commitment. It means that agreeing to have low or high emotional intelligence has no effect on organizational commitment. The results of research from Yani and Ayu (2016) also conclude that organizational commitment has no effect on employee performance. Employees who have high or low organizational commitment do not affect employee performance in the company.

#### **7. The Influence of Organizational Culture on Performance Through Organizational Commitment**

Based on the results of the analysis, it was found that there was an indirect and significant influence of Organizational Culture on Performance through Organizational Commitment. This means that the more Agree with Organizational Culture, it will increase Organizational Commitment so that it will improve Employee Performance. The results of Hakim's (2015) research which examined the influence of organizational culture on organizational commitment and employee performance showed that organizational culture had a positive influence on organizational commitment and employee performance. With a high commitment, all components involved in an organization will appreciate the organization itself by being professional and upholding the values in the organization. Employees who are professional and uphold the values in the organization will produce Agree performance at the company where the employee works. The results of this study are in line with research from Khanifah and Palupiningdyah (2015) which concludes that there is a positive and significant influence of organizational culture on employee performance through organizational commitment.

### **CONCLUSION**

Based on the results of the analysis, it can be concluded that there is no significant effect of Emotional Intelligence on Organizational Commitment. There is a positive and significant influence of Organizational Culture on Organizational Commitment.



There is a positive and significant effect of Organizational Commitment on the Performance of Non-Educational Permanent Employees. There is a positive and significant influence of Emotional Intelligence on the Performance of Non-Educational Permanent Employees. There is a positive and significant influence of Organizational Culture on the Performance of Non-Educative Permanent Employees. There is no significant effect of Emotional Intelligence on the Performance of Non-Educative Permanent Employees through Organizational Commitment. There is a significant influence of Organizational Culture on the Performance of Non-Educational Permanent Employees through Organizational Commitment.

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