

**EFFECT OF EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL CULTURE
ON THE PERFORMANCE OF STATE CIVIL SERVANTS AT THE OFFICE OF
WOMEN'S EMPOWERMENT, CHILD PROTECTION, POPULATION CONTROL
AND FAMILY PLANNING, PASAMAN REGENCY**

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Abstract: This study was conducted to assess the impact of emotional intelligence and organizational culture on the job performance of civil officials at the regional office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Pasaman Regency. This study's sample consisted of 49 respondents. Multiple linear regression was utilized to evaluate this study's data. The results indicated that emotional intelligence had a substantial impact on the job performance of government officials at the regional office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Pasaman Regency, with a significant value of 0.000 alpha = 0.05. With a significant value of 0.049 alpha 0.05, organizational culture had a marginally significant effect on the job performance of government servants at the Regional Office of Women's Empowerment, Child Protection, Population Control and Family Planning of Pasaman Regency. The significant value of 0.00 alpha 0.05 indicates that both emotional intelligence and organizational culture had a significant impact on performance concurrently. According to the results of the coefficient of determination test, emotional intelligence and organizational culture account for 51% of government workers' job performance.

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

1. Introduction

Every Government Agency seeks to obtain a State Civil Apparatus (ASN) that has high performance in carrying out the duties of a Government Organization/Agency. One of the challenges faced in improving employee performance is the difference in attitudes and individual behavior at work. This difference is a reason why employees in organizations show different levels of performance between one employee and another.

The Office of Women's Empowerment, Occupation Control, and Family Planning (DP3AP2KB), which is at the vanguard of socializing family planning, must have excellent performance within the Pasaman Regency Government. Rivai & Sagala (2005) explain that performance is the result or success rate of a person as a whole throughout a specific time period in completing activities in comparison to other alternatives, such as work standards, aims or goals, or established criteria. The performance of employees is one of the criteria used to evaluate an organization. How to accomplish every aspect of a job, position, or function inside the firm is an immediate indicator of employee success.

Improving the functioning of the State Civil Apparatus involves the ability to master and control oneself as well as the capacity to develop relationships with others. Emotional intelligence is one of the determinants of an employee's effective performance, since with emotional intelligence, an employee is able to control his ego and desires and comprehend the community or co-workers in order to foster a dynamic work group environment. Research conducted by PS & Dewi (2016) gives the result that if emotional intelligence increases, employee performance will also increase. In line with the research of Rexhepi & Berisha (2017) which states that there is a positive relationship between emotional intelligence and performance. Employee performance depends on the level of emotional intelligence as measured by the positive correlation coefficient between the performance index and the level of emotional intelligence of employees. Fahira & Yasin (2021) stated that emotional intelligence dominates the biggest direct influence on employee performance.

Besides emotional intelligence, no less important is work culture, hereinafter referred to as organizational culture. Organizational culture consists of common assumptions and beliefs concerning the world and their role in it, the nature of time and space, human nature, and human relations. According to Schein & H (2014), Organizational culture is a philosophy that underlies organizational policies, rules of the game for getting along and feelings or climate brought about by the physical preparation of the organization. Hasan et al. (2020); Tabuni et al. (2022) state the results of empirical studies show that there is a significant influence of organizational culture on employee performance. The greater the implementation and comprehension of the corporate culture by the firm's workers in the execution of their duties, the greater the impact on employee performance in the performance of their duties and obligations for the advancement of the organization. There is a strong association between organizational culture and employee performance (Febianti & Nurwan, 2021). Many feel that the culture of a company is one of the most important factors in determining the level of an organization's economic performance (Kotter & Heskett, 1992; Luthans, 2006b; Noe & Mondy, 1996).

Based on this, this study aims to understand the effect of emotional intelligence on the performance of the State Civil Apparatus at the Office of Women's Empowerment, Occupation Control and Family Planning, Pasaman Regency.

2. Literature Review

2.1. Performance

According to Robbins (2008), performance is the amount of output resulting from individual work and specific activity behavior during a certain period of time which includes individual work results (individual outcomes) such as quality and quantity of work, employee behavior, such as ability, personality, seriousness of work and work discipline, and characteristics include a good attitude, self-confidence, ability to cooperate, and leadership.

Individual and collective employee performance affects the success or failure of the organization's performance. The greater the performance of personnel, the higher the organization's performance. Several approaches to measure the extent to which employees achieve a performance individually according to Bernadin & John (1993), are:

- 1) Quality, the degree to which the outcomes of an activity are close to perfection in terms of adjusting an ideal method of performing the activity or achieving its intended goals.

- 2) Quantity, the quantity produced in terms of the number of units or activity cycles completed.
- 3) Timeliness, the level of an activity completed at the desired initial time, viewed from the perspective of maximizing the time available for other activities and coordination with the output results.
- 4) Effectiveness, the level of utilization of the organization's human resources is maximized with the goal of maximizing profit or minimizing loss per unit of resource use.
- 5) Independence, the extent to which an employee can perform his job duties without seeking guidance from supervisors or requesting intervention to prevent negative outcomes.

2.2. Emotional Intelligence

According to Daniel (2015), emotional intelligence is defined as self-awareness, self-confidence, self-mastery, commitment and integrity of a person, as well as a person's ability to communicate, influence, initiate change and accept it. Emotional intelligence is the development of emotions, including self-control and the ability to deal with uncertainty. Effectively channeling emotions will motivate and sustain a self-disciplined attitude in order to achieve goals. Cooper & Sawaf (2002) define emotional intelligence as the ability to feel, understand and effectively apply the power and sensitivity of emotions as a human source of energy, information, connection and influence.

In general, Daniel (2015) explains that there are five main frameworks and emotional work, namely:

- 1) Self Awareness
Self-awareness is the ability to know what is felt in him and use it to guide his own decision-making, and very strong self-confidence, emotional intelligence or self-awareness does not fully guarantee the mastery of emotions. Meanwhile, Goleman in Luthans (2006), adds that being able to know the true feelings when it is happening is one of the abilities to recognize oneself.
- 2) Self Regulation
Self-regulation is a person's ability to control and manage his own emotions in such a way that it has a positive impact on task implementation, conscience sensitivity, and the ability to postpone enjoyment until the planned goals are met, as well as recover from emotional stress. Furthermore, Goleman and Luthans (2006), added that someone who has the ability to build thoughts in solving problems is also an ability in self regulation.
- 3) Self-motivation
Self motivation is also a desire that is owned by someone who is deepest to move and guide oneself towards a goal.

2.3. Organizational Culture

Robbins (2008) define organizational culture as a system of meaning (perception) shared by members of the organization, which distinguishes the organization from other organizations. Luthans (2006a) defines organizational culture as a basic mindset that is taught to new personnel as a way to feel, think, and act right from day to day. Sutrisno (2010) defines organizational culture as shared beliefs and values that give meaning to members of an institution and make these beliefs and values the rules/guidelines of behavior within the organization.

According to Prayogi et al. (2021) that can be used as a vital reference in comprehending and measuring the presence of organizational culture, namely:

- 1) Freedom of work in completing work
- 2) Organizational tolerance for risky work

- 3) Clarity regarding suggestions and expectations for the achievements to be achieved by the organization
- 4) Organizational efforts to create good coordination between organizational units
- 5) Superior support is included in terms of communication
- 6) Overall employee commitment to the organization
- 7) Tolerance for conflict, the extent to which employees are encouraged to express conflict and opinions openly
- 8) Communication style, the degree to which one is constrained in one's speech by an established chain of command. Communication patterns between superiors and subordinates or amongst subordinates themselves can be thwarted by the presence of a formal chain of command.

3. Research Method

This study used a quantitative methodology and was classified as causal associative research. With regard to the influence of organizational culture and emotional intelligence characteristics on ASN performance variables, this study would explain the relationship between influencing and being influenced by those variables. The population of this study consisted of 49 State Civil Servants from the Pasaman Regency's Office of Women's Empowerment, Child Protection, Population Control, and Family Planning. Sampling technique using saturated sampling. Primary data was obtained by distributing questionnaires to respondents using positive statements with a Likert scale. This questionnaire was used to obtain data regarding emotional intelligence, organizational culture and performance of the State Civil Apparatus, where the respondent only gives a check-list (✓) in the answer column according to the conditions faced/experienced by the respondent. The use of this check-list was expected to make it easier for respondents to provide answers.

Before the data was collected and processed, instrument trials were carried out, in order to determine the level of validity and reliability of an instrument. According to Sugiyono (2018), an instrument was said to be valid if it had a correlation coefficient value (corrected item-total correlation) ≥ 0.3 , conversely if the correlation coefficient value is <0.3 , it means it was not valid. Reliability testing was carried out by trying the instrument only once (internal consistency), then analyzing it using the Cronbach alpha technique using the tool. Sekaran (2011) state that an instrument was said to be reliable if Cronbach's Alpha was 0,70.

In this study, descriptive and quantitative methods of data analysis were utilized. by the use of multiple linear regression analysis. The fulfillment of classical assumptions was one of the prerequisites for employing the multiple linear regression equation. Normality test, linearity test, heteroscedasticity test, and multicollinearity test were the standard assumption tests. In testing the theory, the following were employed:

- 1) The t test (partial) was used to determine whether the independent variables in the regression model consisting of Emotional Intelligence (X1) and Organizational Culture (X2) partially affect the dependent variable, namely Performance (Y).
- 2) F test (simultaneous), aims to test the effect of the independent variables namely Emotional Intelligence (X1) and Organizational Culture (X2) simultaneously on the dependent variable Performance (Y)

4. Results and Discussion

4.1. Validity and Reliability Test Results

A valid instrument indicates that the measuring device used to collect (measure) data is valid. In this study, what was measured was the accuracy of selecting statement items that supported each variable. According to Sugiyono (2018), Valid means that there are similarities between the data collected and the actual data. A statement or question item is considered valid if its corrected item-total correlation value is greater than 0.30 and vice versa. The findings of the validity test for each statement utilized in the variables of emotional intelligence, organizational culture, and performance are deemed valid because their corrected item-total correlation values are higher than 0.30.

Reliability is an indicator of the degree to which a measuring device can be relied upon or trusted. Reliability describes the consistency or stability of measuring results across time. This study measures reliability using the Cronbach's Alpha technique. Sekaran (2011) explain that “an instrument is said to be reliable if Cronbach's Alpha is 0,70”. Based on the results of the conducted reliability testing, the following table 1 summarizes the findings:

Table 1. Summary of Reliability Test Results

Research variable	<i>Cronbach's Alpha</i>	<i>Cut Off</i>	Conclusion
Emotional Intelligence	0,797	0,70	<i>reliable</i>
Organizational culture	0,759	0,70	<i>reliable</i>
Performance	0,779	0,70	<i>reliable</i>

Source: SPSS Data Processing

4.2. Classical Assumption Test

The classical assumption test is conducted first before completing multiple linear regression analysis, which is a necessity in multiple linear regression analysis. The classical assumption test utilized in this work comprises of a normality test, linearity test, multicollinearity test, and heteroscedasticity test.

4.2.1. Normality Test

According to Ghozali (2014), Normality testing is useful for knowing patterns of variance that support each research variable. To test for normalcy, the One Sample Kolmogorov Smirnov Test is utilized. In the normality testing phase, each research variable is determined by the asymp sig (2-tailed) value that is greater than or equal to 0,05 for each variable. In agreement with the outcomes of the conducted data normality test, the following table 2 provides a summary of the findings:

Table 2. Normality Test Results

Research variable	<i>Asymp Sig (2-Tailed)</i>	<i>Alpha</i>	Conclusion
Emotional Intelligence	0,403	0,05	Normal
Organizational culture	0,403	0,05	Normal
Performance	0,934	0,05	Normal

Source: SPSS Data Processing

Based on Table 2 it can be seen that all the research variables used in this study which include emotional intelligence, Organizational Culture and Performance have an Asymp sig (2-tailed) value above 0.05. Thus all the research variables used are normally distributed, so that the data processing stage can be continued.

4.2.2. Linearity Test

The linearity test was conducted to assess whether or not the connection between the independent and dependent variables was linear. This test is required for correlation and linear regression analysis. This linearity test relates to a demonstration of whether the linear line model that has been established actually matches the scenario.

Normal P-P Plot of Regression Standardized Residual

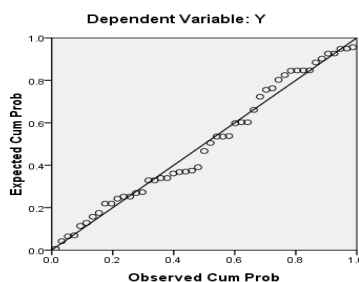


Figure 1. P-Plot Graph

The preceding P-Plot graph demonstrates that the distributed points follow a linear line, hence the linearity of the regression model may be asserted.

4.2.3. Heteroscedasticity Test

The heteroscedasticity test is a test of residual assumptions with variable variance. The multiple linear regression model contains a residual assumption with constant variance, hence it is desired that this assumption will not be met (homocedasticity). A satisfactory model is obtained if there is no discernible pattern on the graph, such as a concentration in the centre, a narrowing followed by a widening, or vice versa, as depicted in Figure 2 below.

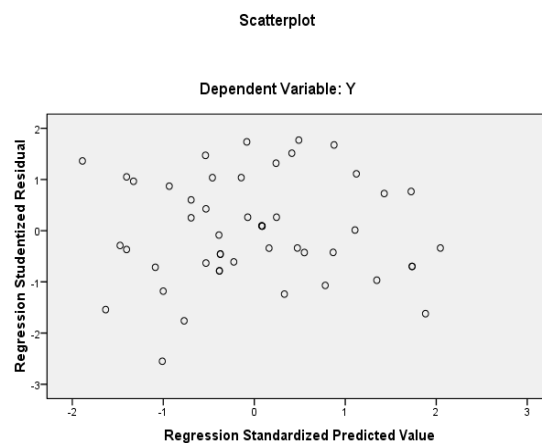


Figure 2. Scatterplot Graph

The scatterplot graph depicted in Figure 2 is an example of a heteroscedasticity test, as the dots are dispersed randomly with no discernible pattern, and they are distributed below and above 0 on the Y axis. This implies that there is no heteroscedasticity in the regression model, making it possible to utilize the regression model to forecast the performance variable (Y).

4.2.4. Multicollinearity Test

The multicollinearity test determines whether or not the independent variables in a multiple linear regression model have a significant correlation. The variance inflation factor (VIF) or Pearson correlation between the independent variables can be used to assess for multicollinearity interference. In the multicollinearity test, it is anticipated that the tolerance value will be larger than 0,10 or equal to the VIF value 10. Since this is not the case, the multicollinearity assumption is not met and the data can be used for study.

Table 3. Multicollinearity Test Results

Variable	Collinearity Statistics	
	<i>tolerance</i>	VIF
Emotional Intelligence	0,631	1,585
Organizational culture	0,631	1,585

SPSS Data Processing Sources

According to table 3, the tolerance of emotional intelligence and organizational culture variables is more than 0,10, and VIF does not exceed 10, indicating that the assumption of multicollinearity is not met and can be employed in study.

4.3. Multiple Linear Regression Analysis

Ghozali (2018) explain that multiple linear regression analysis is used to determine the direction and how much influence the independent variables have on the dependent variable.

Table 4. Multiple Linear Regression Models

Variable	Regression Coefficient	Term Error	t-hit
Constant	11,721	5,377	2,196
Emotional Intelligence	0,500	0,111	4,515
Organizational culture	0,242	0,129	2,019

Source: SPSS Data Processing

According to Table 4, each research variable employed in this study has a regression coefficient, which can be combined into a multiple regression equation as follows:

$$Y = a + b_1X_1 + b_2X_2 + e$$

$$Y = 11,721 + 0.500X_1 + 0,242X_2 + e$$

- 1) A constant value of 11,721 means that if there is no emotional intelligence variable and organizational culture variable, then the performance value is 11,721 units
- 2) The regression coefficient of the emotional intelligence variable (X1) is 0,500, which means that if the constant is constant and there is no change in the organizational culture variable, then for every one unit increase in the emotional intelligence variable (X1), performance (Y) will also increase
- 3) The regression coefficient of the organizational culture variable (X2) is 0,242, meaning that if the constant is constant and there is no change in the emotional intelligence variable, then for every one unit increase in the organizational culture variable, performance (Y) will also increase by 0,242

4.4. Hypothesis Test (t Test)

In order to prove the effect of emotional intelligence and organizational culture on the performance of the State Civil Apparatus of the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Pasaman Regency, a t-statistic test was conducted in an effort to partially test the effect of the independent variables on the dependent variable.

Table 4. Hypothesis Testing Results

Variable	Sig	Alpha	Conclusion
Emotional Intelligence	0.000	0.05	Significant
Organizational culture	0.049	0.05	Significant

Source: SPSS Data Processing

The emotional intelligence variable has a significance value of 0.000 and an alpha of 0.05, according to the table 4 shown previously. The obtained results indicate that the significance value is 0.000 alpha 0.05, indicating that emotional intelligence has a significant impact on the performance of the State Civil Apparatus in the Office of Women's Empowerment, Child Protection, Population Control and Family Planning, Pasaman Regency. The significance value of the organizational culture variable is 0.049, and its alpha is 0.05 The results indicate that

organizational culture has a substantial influence on the performance of the State Civil Apparatus, the Women's Empowerment Service, Child Protection, Population Control, and Family Planning in Pasaman Regency, as indicated by a significance value of 0.049 alpha 0.05.

4.5. Hypothesis Test (F Test)

The F test is used to determine the level of significance of the simultaneous influence of emotional intelligence and organizational culture variables on the performance variables of the State Civil Apparatus Service for Women's Empowerment, Child Protection, Population Control, and Family Planning in Pasaman Regency. This study employs SPSS to calculate significant values from the simultaneous influence of independent variables on the dependent variable.

Table 5. F-Statistics Test Results

Variable			Sig	Alpha	Conclusion
Emotional Intelligence,	Organizational	Culture	0,000	0,05	Significant

In the testing phase, the resultant significant value when employing an alpha of 0.05 is 0.000, as shown in Table 5. The obtained results indicate that the significant value is 0.000 alpha 0.05, indicating that emotional intelligence and organizational culture have a significant effect on the performance of the State Civil Apparatus in the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Pasaman Regency.

4.6. Determination Coefficient Test

The coefficient of determination (R^2) is utilized to quantify the model's capacity to explain the variation in the dependent variable (Ghozali, 2018). Based on the results of the R-square test, the results are as shown in the following table:

Table 6. Coefficient of Determination (R-square)

Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.742 ^a	0.550	0.531	2,916

Based on Table 6, the determination coefficient (R^2) is 0.550, which means 55% of the performance of the State Civil Apparatus of the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Pasaman Regency may be attributed to emotional intelligence (X1) and organizational culture (X2).

5. Conclusion

5.1. Conclusion

Emotional intelligence has a minor impact on the performance of the State Civil Apparatus (ASN) at the Pasaman Regency Office of Women's Empowerment, Child Protection, Population Control, and Family Planning. The collected data reveal that a significant value is 0,000 alpha 0,05.

The performance of the State Civil Apparatus of the Pasaman Regency's Office of Women's Empowerment, Child Protection, Population Control, and Family Planning is influenced in part by organizational culture. The collected results reveal that a significant value is 0.049 alpha 0.05.

With a significance value of 0.000 alpha 0,05, emotional intelligence and organizational culture have a substantial effect on the performance of the State Civil Apparatus of the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Pasaman Regency.

Emotional intelligence and organizational culture contributed 55% to the performance of the State Civil Apparatus in the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Pasaman Regency, according to the results of testing the coefficient of determination (R^2).

5.2. Suggestion

It is suggested to the Office of Women's Empowerment, Child Protection, Population Control and Family Planning in Pasaman Regency to be able to maintain good emotional intelligence from ASN, be able to control themselves in various conditions and situations, be more professional at work and be able to control others with the intention of controlling other people's emotions with good emotional control. Organizational culture is maintained and provides some new ideas or new innovations in implementing organizational culture.

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