

Analysis of the Relationship Between Emotional Intelligence, Organizational Culture, and Job Satisfaction on Employee Performance at Urban Village Offices in Palu Barat District

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This study aims to analyze the influence of emotional intelligence, organizational culture, and job satisfaction on employee performance at urban village offices in Palu Barat District. The research employed a survey method with a quantitative approach, where the entire population of 45 employees was taken as the sample using a total sampling technique. Data were collected through questionnaires, observations, interviews, and documentation, and then analyzed using multiple linear regression with SPSS 25. The findings reveal that emotional intelligence, organizational culture, and job satisfaction have a positive and significant effect on employee performance, both partially and simultaneously. The coefficient of determination of 75.9% indicates that employee performance can be explained by these three independent variables, while the remaining 24.1% is influenced by other factors outside the scope of this study. These results emphasize the importance of managing emotional intelligence, fostering a supportive organizational culture, and enhancing job satisfaction to improve employee performance, particularly in delivering public services at the village office level.

1. Introduction

The quality of employee performance in an organization can depend on the management's ability to motivate, motivate, and satisfy employees in a particular job and environment. Therefore, one of the tasks of managers is to motivate their subordinates (Lodge and Derek, 1993). The success or failure of employee performance is not only influenced by the organization's success in motivating its employees but also by the employee's own emotional intelligence (Salovey and Mayer, 2006:88). Another factor that can influence employee motivation is organizational culture. A common issue is how companies/organizations strive to improve employee performance, including motivating employees through an organizational culture that aligns with employee expectations.

For organizations to achieve good performance results, they need to recruit competent performance resources in their respective fields who can complete assigned tasks. According to Farisi et al. (2021), high performance will increase efficiency and productivity within an organization. Assigned tasks are usually based on predetermined indicators of organizational success. To achieve this, an individual must possess the skills and the commitment to overcome any obstacles or failures in their performance practices. One of these predetermined indicators can be seen in the presence of employees

within the organization. Performance is considered good if employees arrive on time, rarely request leave, and return home at the scheduled closing time.

Human resources are a crucial factor in managing an organization. Therefore, to achieve its goals, an organization needs productive employees (Huzain, 2021). Skilled human resources with high performance can support a company's success. On the other hand, inexperienced and underperforming human resources can create competitive problems that can be detrimental to the company. Human resources in the workplace must be managed professionally to balance the needs of teachers and employees with the organization's expectations and capabilities. This balance is a key factor in enabling a company to grow productively and naturally (Mangkunegara, 2009:1).

Several variables can influence employee performance both internally and externally. The first factor influencing performance is emotional intelligence. This is because in carrying out their duties, employees require not only intellectual intelligence but also emotional intelligence. Emotional intelligence contributes 80% to a person's success, with the remaining 20% being intellectual intelligence. Therefore, it can be concluded that success is determined not by IQ but by emotional intelligence. Emotional intelligence is a person's ability to understand their own emotions and those of others, the ability to motivate themselves, and effectively manage their feelings when interacting with others. Consistent with this, previous research by Putra et al. (2020) and Wati & Jun (2018) found that emotional intelligence positively impacts employee performance. However, this contrasts with other studies conducted by Duwit (2015) and Borman & Phanca Bakti (2021), which found that emotional intelligence did not significantly impact employee performance.

Performance is not influenced by just one factor, but also by organizational culture. According to Fauzi & Nugraha (2015), organizational culture is a long-standing practice in work activities and serves as a reference or driving force for improving employee performance excellence. Meanwhile, according to Bismala et al. (2017), organizational culture is a set of values that govern individuals within an organization. Organizational culture serves as a guide for people's interactions within the organization. If organizational culture continues to develop, it will benefit the organization. Research by Saragi et al. (2021) shows that organizational culture has a positive effect on employee performance. Research by Sari Girsang (2019) and Borman & Phanca Bakti (2021) also show that organizational culture has no positive effect on employee performance.

In several organizations or agencies, both government and private, issues are often found regarding organizational culture that still does not meet standards, ultimately leading to decreased employee performance. This is often based on various factors, one of which is emotional intelligence. This is also the case for employees at the sub-district office in the Palu Barat District. As an office that promotes the concept of public service, the sub-district office is the government agency most frequently in contact with community needs and services. Therefore, employee performance is often measured by the level of public satisfaction with the services provided. This requires employees in these environments to meet the service satisfaction standards, prioritizing public interests over personal gain.

Good service naturally begins with high employee performance. Job satisfaction is a key factor in improving employee performance, enabling them to provide optimal service to the public. The higher an employee's job satisfaction, the better their performance. This is because high job satisfaction

motivates employees to perform well. Furthermore, employees become emotionally engaged in their work, leading to improved quality and quantity. This statement is supported by research by Iis & Yanita (2021), which found that job satisfaction, as an intervening variable, also influences employee performance as an independent variable.

Based on the above description and previous research related to the phenomenon at the urban village Office in Palu Barat District, this study aims to analyze and assess whether employee performance at the Village Office in West Palu District is also influenced by factors such as emotional intelligence, organizational culture, and job satisfaction, as previously found.

2. Literature Review

Emotional Intelligence

The definition of emotion according to Efendi (2005)) is a characteristic feeling and thought, a biological and psychological state, and a set of tendencies to act. Goleman (2007) also states that all emotions are essentially impulses to act, stemming from immediate plans to address problems that have been gradually instilled by evolution. The Oxford English Dictionary defines the word emotion as an activity or turmoil of the mind, a feeling of any mental state. Emotion is closely related to emotional intelligence or emotional quotient.

Emotional Intelligence was first popularized by Daniel Goleman. According to Goleman (2007), emotional intelligence (EQ) is the ability to motivate oneself and persist in the face of frustration, control impulses and avoid overindulging in pleasure, regulate moods, and prevent stress from crippling the ability to think, empathize, and pray. Stein & Book (in Ekarani, 2008) argue that emotional quotient (EQ) is a series of abilities, competencies, and non-cognitive skills that influence a person's ability to successfully cope with work demands and environmental pressures. This ability encompasses managing both positive (joy, pride, excitement, admiration, love, affection) and negative (anger, hate, fear, anxiety, sadness) emotions. Furthermore, according to Yeung (2009), emotional intelligence is the ability to identify, understand, and manage moods and feelings, both within oneself and others. If someone is adept at adapting to the moods of others or can empathize, that person will have a healthy emotional level and will more easily adapt to social interactions and their environment.

Cooper & Sawaf (in Efendi, 2005) state that emotional quotient is the ability to sense, understand, and selectively apply the power and intelligence of emotions as a source of energy, information, relationships, and human influence. Emotional intelligence provides important, beneficial information. This feedback can foster creativity, foster honesty about oneself, foster trusting relationships, and provide a guiding principle for life and career. Emotional intelligence also requires humans to learn to recognize and appreciate the feelings of themselves and others and to respond appropriately. The concept of emotional intelligence refers to having self-awareness that enables an individual to recognize and manage their own feelings. This involves self-motivation and the ability to focus on a goal rather than demanding immediate gratification.

Based on the definitions above, it can be concluded that emotional quotient refers to the extent to which an individual is able to manage emotions, understand emotions, and express them appropriately to others,

recover from frustration, motivate themselves, and interact effectively with others. An individual's ability to use emotions effectively to achieve goals is crucial for achieving success.

Organizational Culture

Harun Samsudin (2018) defines organizational culture as a system of meanings or values shared by all members of an organization. This system of meaning ultimately determines the distinctive characteristics of an organization and differentiates it from other organizations. According to Robbins (2003), organizational culture has a positive impact and shapes the behavior of organizational members in carrying out their roles as employees. According to Luthans (2007), organizational culture is a system of values and norms that guide the behavior of organizational members.

On the other hand, Robbins and Coulter (2009:62) state that organizational culture is a system of shared meanings and beliefs held by organizational members that largely determines how they act toward each other and outsiders.

Job Satisfaction

Job satisfaction is an affective or emotional response to various aspects of work. It is a set of employee feelings about whether or not their work is enjoyable. It is a general attitude toward one's work that reflects the difference between the amount of rewards employees receive and the amount they believe they should receive (Afandi 2018:73).

Job satisfaction is an employee's attitude toward work related to the work situation, cooperation between employees, rewards received in the work process, and physical and psychological factors (Edy Sutrisno, 2019:74). Handoko (2020:193) defines job satisfaction as an employee's perception of whether or not their work is enjoyable. This feeling is reflected in the employee's positive attitude toward their work and all aspects of the work environment.

Davis and Newstrom (2015: 43-244) describe job satisfaction as a set of feelings about whether or not their work is enjoyable. Howl and Diboye (2015: 201) view job satisfaction as the overall level of liking or disliking various aspects of their job. Gibson (2018: 201) defines job satisfaction as an employee's attitude toward their work. Concurring with Gibson, Luthan (2011: 499) states that job satisfaction depends on an individual's perception of how they perform their duties in the workplace.

Therefore, it can be concluded from these various opinions that job satisfaction is an employee's feelings and attitudes toward their work. A positive attitude indicates a high sense of job satisfaction, while a negative attitude indicates dissatisfaction with the job itself.

The benefits of job satisfaction, according to Nitisemito (2018: 89), are that if a company is able to influence job satisfaction, it will reap numerous benefits.

Employee Performance

Wartono (2017) states that employee performance is the work results achieved by an individual or group of people in accordance with their respective authority/responsibilities during a specific period. Human resources, who play an active role in carrying out tasks within an organization, are a crucial factor in achieving organizational goals. Therefore, individual performance is also crucial to the success of

organizational performance. Performance can be used to assess work results and work behavior in completing assigned tasks and responsibilities within a specific period (Kasmir, 2016:182).

Rivai (2005:309) defines performance as the actual behavior displayed by each person, as a work performance generated by employees in accordance with their role within the organization, company, or institution where they work. According to this definition, performance is the actual behavior displayed by each person as a work achievement produced by an individual in accordance with their role in the organization, company, or institution where they work.

Cushway (2011:87) argues that performance is a management process designed to link organizational goals with individual goals in such a way that both individual and corporate goals can be met. Similar to Daft (2000), "organizational performance is the organization's capability to accomplish its goals effectively and efficiently using resources." Based on this definition, organizational performance is the organization's ability to achieve goals effectively and efficiently using existing resources. Management must pay close attention to the expertise and skills of each individual and utilize and develop them according to their potential so that each individual within the organization can deliver optimal performance. This, in turn, can impact the organization's overall performance and the achievement of its goals.

Based on the opinions of several experts mentioned above, it can be concluded that performance is the work results achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them within a specific period to achieve organizational goals effectively and efficiently.

3. Methodology

This research is a survey study because it sampled a population using a questionnaire as the primary data collection tool, with an instrument consisting of 52 statements. Generally, the unit of analysis in survey research is the individual (Singarimbun in Singarimbun and Effendi ed., 1995). Therefore, in this study, the unit of analysis was employees at the urban Village Office in Palu Barat District.

According to Sugiyono (2016: 85), the saturated sampling method, or total sampling, is a sampling technique where all members of the population are used as samples. The sample taken in this study was 45 employees of the Village Office in Palu Barat District, both civil servants and non-civil servants across all fields, but excluding the District Office, which will serve as respondents in this study. The reason for using the entire population as a sample is because it represents the entire population. If the population is less than 100, then the entire sample will be used as a research sample. Therefore, the researcher took 45 samples from all Village Offices. Based on these criteria, the sample size for each section was 45 respondents.

The data collected was cross-sectional in nature, obtained from respondents answering items related to the variables of Emotional Intelligence, Organizational Culture, Job Satisfaction, and Performance, over a three-month period (the time the study was conducted). This survey research was used for explanatory or confirmatory purposes, which explains the causal relationship between variables through hypothesis testing (Singarimbun in Singarimbun and Effendi ed., 1995).

Data collection techniques are used to obtain data that is appropriate to the type and source of data. In this study, several methods were used as follows:

(1) Observation is a method of collecting data by conducting direct observations of the research object. According to Pabundu (2005), observation is a method and technique of collecting data by systematically observing and recording the symptoms or phenomena that exist in the research object. The observations made during this study were in the form of discoveries of phenomena that occurred in the field and matters related to the research object at the Village Office in the Palu Barat District area.

(2) Interviews are a method of collecting data by means of questions and answers that are carried out systematically and based on the research objectives (Pabundu, 2005). In this study, interviews were conducted by conducting direct interviews with several Village Office employees in the Palu Barat District to obtain information for this study.

(3) A questionnaire is a data collection method conducted by providing respondents with a set of written questions or statements to answer (Sugiyono, 2008). Questions and statements related to the variables being studied are presented in a questionnaire distributed to respondents. Responses to the questionnaire are then collected and processed to determine the variables being studied.

(4) Documentation is used to collect data in the form of written data containing information, explanations, and thoughts relevant to the research problem (Muhamad, 2008). Documentation includes literature related to theory and previous research, village and sub-district performance reports, and other evidence relevant to the research.

In this study, data processing was carried out using the SPSS data processing software application program. The analysis technique used was multiple linear regression. Mardalis (2004: 25) defines regression analysis as the study of the relationship between a variable, referred to as the explanatory variable, and one or two explanatory variables. The first variable is also referred to as the dependent variable, and the second variable is also referred to as the independent variable. If there is more than one independent variable, then the regression analysis is called multiple linear regression. It is called multiple because the influence of several independent variables will be applied to the dependent variable. If the multiple linear regression formulation above is included in this study, the formula is:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where:

Y = Employee Performance

β_0 = Constant (intercept)

X_1 = Emotional Intelligence

X_2 = Organizational Culture

X_3 = Job Satisfaction

$\beta_1 - \beta_2 - \beta_3$ = Estimated quantity (regression coefficient) e = Error

4. Result and Discussion

Normality Test

The normality test aims to assess whether the dependent variable, independent variable, or both in a regression model have a normal distribution. A good regression model is one with a normal or near-

normal data distribution.

Using the statistical program SPSS Version 25, the results of the data normality test can be seen in the distribution points of the data generated in this study. Therefore, it can be concluded that the data in this study are normal. Based on the SPSS output, the resulting data are distributed around the diagonal line and follow the direction of the diagonal line.

Multicollinearity Test

This test is intended to determine whether the independent variables are uncorrelated or whether there is no significant relationship between them. To detect multicollinearity, a VIF (Variance Inflation Factor) value of less than 10, a Tolerance value greater than 0.10, and a coefficient between independent variables below 0.5 can be concluded as no multicollinearity. The results of the multicollinearity test using the VIF are shown in the following table:

Table 4.10
Multicollinearity Test Results

No.	Varibel Independent	Collinearity Statistics	
		Tolerance	VIF
1	Emotional Intelligence (X1)	0.320	3.122
2	Organizational Culture (X2)	0.354	2.825
3	Job Satisfaction (X3)	0.395	2.532

Source: Appendix 6 (Classical Assumption Test)

The table above shows that the VIF values of the independent variables in the regression model used are less than 10, while the Tolerance values are greater than 0.10. Therefore, it can be concluded that these variables do not exhibit multicollinearity. Heteroscedasticity Test

The results of the heteroscedasticity assumption test for the regression model are presented in the following figure.

Table 4.11
Heteroscedasticity Test Results – Spearman's Rank

Spearman's rho	Variabel	Correlation Coefficient	Sig. (2tailed)
	Emotional Intelligence (X1)	0,012	0,940
	Organizational Culture (X2)	0,010	0,950
	Job Satisfaction (X3)	-0,023	0,880

Source: SPSS processed data, 2025

Table 4.11 shows that all variables have significance values greater than 0.05. Therefore, it can be concluded that heteroscedasticity does not occur in the regression model in this study. This means that there is no unequal variance in the residuals from one observation to another. This indicates that the regression equation meets the heteroscedasticity assumption.

Multiple Linear Regression Analysis Results

Multiple Linear Regression is a parametric statistical tool used to analyze and explain the relationship between two or more research factors with different names through observations across various fields of activity. In this study, the parametric statistical analysis tool, Multiple Linear Regression, was used to determine the effect of the independent variables (X1, X2, and X3) on the dependent variable (Y). In this research context, Multiple Linear Regression was used to measure the influence of emotional intelligence (X1), organizational culture (X2), and job satisfaction (X3) on employee performance (Y) at the sub-district office in Palu Barat District. Based on the results of the Multiple Linear Regression analysis using SPSS for Wind Release 25.0, the results of the study were obtained from 45 respondents, with the assumption that the three independent variables (emotional intelligence, organizational culture, and job satisfaction) influence the performance of village office employees in West Palu District. The calculation results are as follows:

Table 4.12
Multiple Linear Regression Calculation Results

Dependent Variabel Y = Performance				
Variabel	Koefisien Regresi	Standar Error	T	Sig
C = Constanta	0.329	4.929	0.067	0.947
X1 = Emotional intelligence	0.298	0.141	2.110	0.041
X2 = Organizational Culture	0.513	0.166	3.093	0.004
X3 = Job Satisfaction	0.274	0.124	2.215	0.032

Source: Appendix 7 (Regression Results)

The regression model obtained from the table is: $Y = 0.329 + 0.298X_1 + 0.513X_2 + 0.274X_3$

This equation shows that the independent variables analyzed, namely variables (X1, X2, and X3), influence the independent variable (Y). The multiple linear regression analysis model for employee

performance at the sub-district office in Palu Barat District can be seen as follows:

1. A constant value of 0.329 indicates that employee performance at the sub-district office in West Palu District remained constant before the introduction of the independent variable, or 0.329.
2. Emotional Intelligence (X1) with a regression coefficient of 0.298 indicates a positive influence between emotional intelligence and employee performance. If the emotional intelligence variable increases by 1, then the employee performance variable will also increase. will experience an increase of 0.298. This also means that the better the emotional intelligence in the Village office in Palu Barat District, the higher the employee performance.
3. Organizational Culture (X2) with a regression coefficient of 0.513 indicates a positive influence between organizational culture and employee performance. An increase in organizational culture (X2) by 1, then the employee performance variable will increase by 0.513. This means that the higher the organizational culture of employees in the Village office in Palu Barat District, the higher the employee performance will be.
4. Job Satisfaction (X3) with a regression coefficient of 0.274 indicates a positive influence between job satisfaction and employee performance. An increase in job satisfaction (X3) by 1, then the employee performance variable will increase by 0.274. This means that the better the employee job satisfaction in the Village office in Palu Barat District, the higher the employee performance will be.

Partial Hypothesis Testing

Partial testing is intended to examine the effect of each independent variable on the dependent variable, as follows:

Emotional Intelligence (X1)

For the Emotional Intelligence variable, the calculation results show a regression coefficient of 0.298, while the t-test significance level is 0.041. Therefore, the t-value is <0.05 at the 95% confidence level. Therefore, it can be concluded that communication variables have a significant influence on the performance of village office employees in West Palu District. Therefore, the first hypothesis states that: Emotional Intelligence has a significant influence on employee performance in the village office in Palu Barat District, the t-test results are proven.

Organizational Culture (X2)

For the organizational culture variable, the calculation results show a regression coefficient of 0.513, while the t-test significance level is 0.004. Therefore, the t-test significance value is <0.05 at the 95% confidence level. Therefore, it can be concluded that the organizational culture variable has a significant influence on employee performance at the sub-district office in West Palu District. Therefore, the second hypothesis, which states that organizational culture has a significant influence on employee performance at the sub-district office in Palu Barat District, is proven based on the t-test results.

Job Satisfaction (X3)

For the job satisfaction variable, the calculation results show a regression coefficient of 0.274, while the t-test significance level is 0.032. Therefore, the t-test significance value is <0.05 at the 95% confidence level. Therefore, it can be concluded that the motivation variable has a significant influence on employee performance at the sub-district office in West Palu District. Thus, the third hypothesis, which states that: Job Satisfaction has a significant effect on employee performance at the sub-district office in Palu Barat District, is proven based on the t-test results.

Fourth Hypothesis Testing (Simultaneous)

A simultaneous test is a test to determine whether the independent variable (X) studied has an effect on the dependent variable (Y), meaning all independent variables, namely emotional intelligence (X1), organizational culture (X2), and satisfaction (X3), with the dependent variable (Y) being employee performance at the sub-district office in Palu Barat District, the results of the F-test or simultaneous test show an F-value of 43.133 with a significance value of 0.000, less than 0.05. This means that the variables Emotional Intelligence, Organizational Culture, and Job Satisfaction simultaneously influence employee performance at the Village Office in West Palu District. Thus, the fourth hypothesis, which states that: Emotional Intelligence, Organizational Culture, and Job Satisfaction jointly and significantly influence employee performance at the Village Office in Palu Barat District, is proven based on the F-Test results.

Coefficient of Determination Test Results

The coefficient of determination explains the variation in the influence of independent variables on the dependent variable. It can also be expressed as the proportion of the influence of all independent variables on the dependent variable. The coefficient of determination can be measured by the R-Square or Adjusted R-Square value. R-Square is used when there is only one independent variable (commonly referred to as Simple Linear Regression), while Adjusted R-Square is used when there is more than one independent variable.

The results of the coefficient of determination test are as shows the results of the determination test (model reliability) showing an RS-square value of 0.759 or 75.9%. This means that 75.9% of the performance variable is influenced by emotional intelligence, organizational culture, and job satisfaction. The remaining 24.1% is the dependent variable influenced by other variables not examined, such as competence, work discipline, spiritual intelligence, and others.

5. Discussion

The Effect of Emotional Intelligence on Employee Performance

The results of the test on the influence of communication on employee performance, as described previously, demonstrate that communication has a partial positive and significant effect on the performance of employees at the sub-district office in West Palu District. Based on the results of the study at the sub-district office in Palu Barat District, it can be concluded that the highest mean emotional intelligence score was for the statement "thinking before acting." This indicates that employees at the sub-district office in Palu Barat District are intelligent in managing their emotions, where the first step

before acting is to think first. This is because the ability to manage emotions aims to ensure that each team does not make mistakes when providing recommendations in the report. audits or those related to public services. This ensures that any issues arising during these supervisory duties can be promptly and appropriately resolved.

The results of this study align with research conducted by Isnaini Fitri Novia (2022) entitled "The Influence of Emotional Intelligence and Organizational Culture on Employee Performance at the Serambi Dana Surabaya Cooperative Through Job Satisfaction as an Intervening Variable" from Nahdlatul Ulama University, Sidoarjo. The results of this study indicate that emotional intelligence influences employee performance. Organizational culture influences employee performance. Emotional intelligence influences job satisfaction. Organizational culture influences job satisfaction. Emotional intelligence influences performance through job satisfaction. Organizational culture influences performance through job satisfaction. Employee performance influences job satisfaction.

As an implication of this study, it is hoped that emotional management skills through effective emotional intelligence will be maintained so that daily work tasks, especially in the context of serving the community in each sub-district, can be carried out smoothly and achieve organizational goals.

The Influence of Organizational Culture on Employee Performance

The results of the test on the influence of organizational culture on employee performance, as previously described, demonstrate that organizational culture has a partial positive and significant effect on the performance of employees at the sub-district office in Palu Barat District. Based on these results, it can be concluded that the organizational culture with the highest mean score is Striving to Build Loyalty and Cooperation with Staff in Other Divisions to Improve Optimal Results for the Company. This indicates that employees at the sub-district office in Palu Barat District strive to build loyalty and cooperation with staff in other divisions or other sub-districts in West Palu District because they understand that maintaining the continuity of the organizational culture requires these actions. Furthermore, employees in each sub-district also strive to learn all regulations and procedures that serve as guidelines for carrying out their daily tasks. This is a requirement that must be met by employees to further enhance their resources. Failure to do so will result in difficulties in fostering cooperation, disrupting performance, and increasing the likelihood of errors in serving the public.

The results of this study align with research conducted by Anggit Priyo Wicaksono and Alfato Yusnar Kharismasyah in 2021 entitled "The Influence of Emotional Intelligence, Job Satisfaction, and Organizational Culture on Employee Performance at PT. Nasmoco Purwokerto." Data analysis showed that job satisfaction partially had a significant effect on employee performance, organizational culture partially had a significant effect on employee performance, and emotional intelligence partially had no significant effect on employee performance. Furthermore, emotional intelligence, job satisfaction, and organizational culture simultaneously had a significant effect on employee performance.

The implications of this study are that organizational culture in the sub-district offices in West Palu District is expected to foster and improve employee performance through organizational culture to achieve organizational goals.

The Influence of Job Satisfaction on Employee Performance

The results of the test on the influence of motivation on employee performance, as previously described, demonstrate that job satisfaction partially has a positive and significant effect on employee performance at the sub-district offices in West Palu District. Based on these results, it can be concluded that the highest mean value for job satisfaction is the statement "There is security for retirement from work." This shows that employees at the Kelurahan office in West Palu District, in addition to carrying out their main duties and functions as regional civil servants, also have a high desire to have security for their old age from their work. With the certainty of old age security, employees who work in the kelurahan can work calmly so that job satisfaction can be achieved and will automatically influence employees in achieving optimal performance. The results of this study are in line with research conducted by Marsha Adistia Maharani in (2024, Muhammadiyah University of Yogyakarta with the research title The Influence of Emotional Intelligence and Organizational Culture on Employee Performance with Job Satisfaction as an Intervening Variable on Employees of PT. Asuransi Takaful Keluarga South Jakarta. The results of this study indicate that: emotional intelligence is Organizational culture has a significant positive effect on job satisfaction, while job satisfaction has a significant positive effect on employee performance.

The implications of this research are that it is hoped that this will help maintain and improve employee job satisfaction at urban village offices in Palu Barat District.

The Influence of Emotional Intelligence, Organizational Culture, and Job Satisfaction on Employee Performance

The data analysis in this study shows that emotional intelligence, organizational culture, and job satisfaction simultaneously have a positive and significant effect on employee performance at village offices in West Palu District. Based on these results, it can be concluded that, in general, employee performance at village offices in West Palu District will improve if supported by the ability to manage emotional intelligence, maintain organizational culture, and enhance employee job satisfaction. This means that the better an employee's emotional intelligence, the better their performance in serving the public.

The results of this study align with research conducted by Triana Fitriastuti on the Influence of Emotional Intelligence, Organizational Commitment, and Organizational Citizenship Behavior on Employee Performance (2013). Multiple regression analysis showed that Emotional Intelligence, Organizational Commitment, and OCB have a positive impact on employee performance. The results indicate that employees with emotional intelligence perform better based on organizational standards and achieve higher performance. Highly committed employees are also needed to demonstrate optimal work performance so they can contribute to the company. Employees who behave based on OCB will indirectly influence the achievement of company goals by contributing to improved employee performance.

These research results illustrate that in addition to emotional intelligence, organizational culture, and job satisfaction, as examined in this study, other factors also influence performance, including competence, well-being, organizational climate, and others. Nevertheless, employees should cultivate

emotional intelligence and maintain organizational culture to create job satisfaction and significantly improve performance.

6. Conclusion

- a. Simultaneously, the three variables: Emotional Intelligence, Organizational Culture, and Job Satisfaction have a positive and significant effect on employee performance at the Village Office in West Palu District.
- b. Emotional Intelligence has a positive and significant effect on employee performance at the urban The urban Village Office in Palu Barat District.
- c. Organizational Culture has a positive and significant effect on employee performance at the urban The urban Village Office in Palu Barat District.
- d. Job Satisfaction has a positive and significant effect on employee performance at the urban The urban Village Office in Palu Barat District.

7. Recommendations

- a. Emotional Intelligence is important for employees, especially those who directly provide services to the public. Emotional intelligence will foster good communication when handling complaints and interacting with the public. The Village Office is part of the District governmental unit; if it provides good service, it will directly improve the District Office's performance.
- b. The organizational culture of employees at the sub-district office in West Palu District needs to be improved, particularly regarding other indicators that shape organizational culture. By maintaining organizational culture, optimal results can be achieved.
- c. Job satisfaction and performance are closely related. If job satisfaction increases, performance will automatically improve. At the sub-district office in West Palu District, it is necessary to improve employee job satisfaction if we want to achieve significantly better work results or performance.
- d. Of the four variables studied, the variable with the lowest regression value is job satisfaction. In theory, job satisfaction is often directly proportional to performance; if employees are satisfied, their performance will improve. The low regression results indicate that satisfaction is not the primary variable in shaping performance, so the researcher hopes that stakeholders can improve employee job satisfaction to improve performance.

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