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# The Impact of Organizational Culture and Emotional Intelligence on Employee Performance: An Empirical Study from Indonesia

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## Abstract

The purpose of this study is to determine the effect of organizational culture, job involvement, and emotional intelligence on employee performance through job satisfaction, organizational commitment at commercial banks in the Great Malang. This study applied the purposive sampling method to obtain data from 240 out of 600 workers working in four commercial banks, which was then analyzed using the SEM. The results showed that organizational culture, job involvement, emotional intelligence have no significant effect on employee performance through job satisfaction. Organizational culture, emotional intelligence, job involvement, satisfaction significantly affect employee performance through organizational commitment. Organizational culture, job involvement, emotional intelligence significantly affect employee performance through job satisfaction, organizational commitment. By investigating the impact of organizational culture, job engagement, emotional intelligence on job satisfaction, organizational commitment, employee performance simultaneously in this study, this study expands the existing literature by providing a better understanding of organizational culture, job engagement, and emotional intelligence. Given that articles on organizational culture, job involvement, and emotional intelligence are limited in the HRD literature, the findings of this study may offer reliable information for HRD practice, encourage researchers to explore research related to organizational culture, job involvement, and emotional intelligence.

**Keywords:** Satisfaction, Commitment, Employee Performance, Bank

**JEL Classification Code:** M10, M12, M54, G21, O32

## 1. Introduction

The Indonesian banking industry plays a significant role in the economy. Mangkunegara (2016) stated that employee performance, which is the results achieved by employees in carrying out their duties, consists of the following indicators: (1) Quantity; (2) Quality; (3) Punctuality; (4) Attendance and; (5) Ability to work together. Besides, organizational commitment must also be considered because it promotes

employees' desire to remain in the company (Colquitt et al., 2011). According to Allen and Meyer (2013), the indicators of organizational commitment are (1) effective; (2) continuance, and; (3) normative. Tabouli et al. (2016) and Al-Fakeh et al. (2020) stated that organizational commitment significantly affects employee performance. Furthermore, job satisfaction also needs to be recognized due to its close relationship with organizational commitment and employee performance. It is a positive feeling on work resulting from evaluating characteristics (Robbins & Judge, 2015). Rivai (2014) described job satisfaction indicators as follows: (1) Job content; (2) Supervision; (3) Organization and management; (4) Opportunity for advancement; (5) Salary; (6) Colleagues and; (7) Working conditions. Kasemsap (2013), Nguyen et al. (2021) and Ogunleye et al. (2013) stated that job satisfaction significantly affects organizational commitment. Meanwhile, Walia (2019), Sapta et al. (2021), and Adhikari (2019) reported that it also has a significant effect on employee performance.

Organizational culture affects employee performance through job satisfaction and commitment, substantially

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affecting the organizational structure and function. According to Robbins and Judge (2013), it is a shared meaning adopted by employees and distinguished from other organizations. Edison et al. (2016) reported that organizational culture indicators consist of (1) Self-awareness, (2) Aggressiveness, (3) Personality, (4) Performance, and (5) Team orientation. The research carried out by Khan et al. (2011) and Carvalho et al. (2018) found that organizational culture significantly affects job satisfaction. Al-Sada et al. (2017) stated that it significantly affects organizational commitment. Similarly, Omoniyi et al. (2014), Sopiah et al. (2021), and Febrina et al. (2019) explained that organizational culture also affects employee performance.

Organizational culture and job involvement affect employee performance through job satisfaction and organizational commitment. In a company, job involvement arises as a response to a particular situation in the work environment. This usually refers to how employees are identified to actively participate in their job (Robbins & Coulter, 2012). Armstrong and Taylor (2014) stated that the indicators of job involvement are: (1) the job itself; (2) the work environment; (3) Leadership; (4) Opportunities for personal growth and; (5) the opportunity to contribute. Caesens and Stinglhamber (2014) and De Carlo et al. (2016) stated that job involvement significantly affects job satisfaction. Priyadarshini and Sripirabaa (2019) and Abdallah et al. (2017) indicated that it significantly affects organizational commitment. Meanwhile, Memon et al. (2018) and Giri et al. (2011) reported that job involvement also significantly affects employee performance.

Organizational culture, job involvement, emotional intelligence affect employee performance through job satisfaction and organizational commitment. People with high emotional intelligence can understand and realize their feelings and control stress, frustration, and social emotions. Therefore, they can establish good relationships with superiors or work partners to increase organizational commitment. Emotional intelligence explains job satisfaction, performance, absenteeism, organizational commitment, and leadership (Ghoreishi et al., 2014). Goleman (2015) stated that indicators of emotional intelligence are as follows: (1) Self-awareness; (2) Emotion management; (3) Self-motivated; (4) Empathy and; (5) Handling relationships. Muthukumaran and Latha (2018) and Vratskikh et al. (2016) stated that emotional intelligence significantly affects job satisfaction. Furthermore, Rashid et al. (2016) and Kumari and Priya (2015) reported that emotional intelligence significantly affects organizational commitment. Meanwhile, Serhan and Gazzaz (2019) and Khan et al. (2016) stated that it also significantly affects employee performance.

## 2. Literature Review

Employee performance is a very important element used to achieve predetermined goals. It is generally based on employee behavior and their ability to carry out their duties. Therefore, the company needs to determine clear and measurable criteria and apply them together as a reference. Employee performance results from work in quality and quantity achieved in carrying out their duties following their various responsibilities (Carter et al., 2012). According to Mathis and Jackson (2012), the criteria of employee performance are (1) Quantity; (2) Quality; (3) Punctuality; (4) Attendance, and; (5) Ability to work together.

Commitment is one of the factors needed by employees to achieve optimal work in a company. Employees who stay with their organization for a long period tend to be more committed to the organization. Organizational commitment is a strong desire to become a member of a particular organization and attain a high level of expertise. It is a specific belief and acceptance of the organizational values and goals. Commitment is generally more substantial between employees who have worked for a long time and gained personal success. Hellriegel and Slocum (2011) stated that organizational commitment is the strength of employee involvement. Allen and Meyer (2013) reported that the indicators of organizational commitment are as follows: (1) Affective; (2) continuance and; (3) normative commitment. The research carried out by Tabouli et al. (2016) and Al-Fakeh et al. (2020) found that organizational commitment significantly affects employee performance.

Each employee has a different satisfaction level according to their value system. The greater the various aspects of a job that follow individual desires, the higher the perceived satisfaction level and vice versa. Satisfied employees do a better job by fulfilling obligations as stated in the job description. Reality shows that positive feelings boost creativity and improve problem-solving and decision-making. Positive feelings also improve task persistence, attract more help and support from co-workers. Robbins and Judge (2013) defined job satisfaction as positive feelings on a job due to the surrounding evaluated characteristics. Rivai (2014) defined indicators of job satisfaction as follows: (1) Job content; (2) Supervision; (3) Organization and management; (4) Opportunity for advancement; (5) Salary; (6) Colleagues and; (7) Working conditions. The previous researches carried out by Kasemsap (2013), Nguyen et al. (2021) and Ogunleye et al. (2013) stated that job satisfaction significantly affects organizational commitment. Meanwhile, Walia (2019), Sapta et al. (2021), and Adhikari (2019) stated that job satisfaction also significantly affects employee performance.

Organizational culture is related to the employees' method of understanding an organization's cultural characteristics, which is implemented in accordance with the existing culture. Gibson et al. (2012) defined organizational culture as employees' feelings used to create perceptions and patterns of beliefs, values, and expectations. Edison et al. (2016) stated that the indicators of organizational culture are as follows: (1) Self-awareness; (2) Aggressiveness; (3) Personality; (4) Performance and; (5) Team orientation. The previous researches carried out by Khan et al. (2011) and Carvalho et al. (2018) stated that organizational culture significantly affects job satisfaction. Al-Sada et al. (2017) stated that organizational culture significantly affects organizational commitment. Meanwhile, Omoniyi et al. (2014), Sopiah et al. (2021) and Febrina et al. (2019) showed that organizational culture also affects employee performance.

Job involvement leads to the development of human and social capital for 2 reasons. First, highly involved employees have knowledge and skills matched with company requirements, which allows for the development of additional knowledge and skills. Second, highly involved employees have many relationships that help develop social capital. According to Kreitner and Kinicki (2014), job involvement is the extent to which employees care about their job. Armstrong and Taylor (2014) reported that the indicators of job involvement include: (1) the job itself; (2) work environment; (3) Leadership; (4) Opportunities for personal growth and; (5) Opportunity to contribute. The previous research carried out by Caesens and Stinglhamber (2014) and De Carlo et al. (2016) stated that job involvement significantly affects job satisfaction. Priyadarshini and Sripirabaa (2019) and Abdallah et al. (2017) reported that job involvement significantly affects organizational commitment. Moreover, Memon et al. (2018) and Giri et al. (2011) stated that job involvement also significantly affects employee performance.

Emotional intelligence allows employees to achieve their goals, while self-awareness, self-control, empathy, and good social skills are some of the abilities that greatly support challenging work and competition among co-workers. According to Varghese et al. (2015), emotional intelligence enables workers to recognize their feelings and those of others to motivate and manage emotions adequately. Goleman (2015) proposed the indicators of emotional intelligence as follows: (1) Self-awareness; (2) Emotion Management; (3) Self-motivation; (4) Empathy and; (5) Handling relationships. Meanwhile, Muthukumaran and Latha (2018) and Vratskikh et al. (2016) stated that emotional intelligence significantly affects job satisfaction. Rashid et al. (2016) and Kumari and Priya (2015) added that emotional intelligence significantly affects organizational commitment. Furthermore, Serhan and Gazzaz (2019) and

Khan et al. (2016) reported that emotional intelligence also significantly affects employee performance.

## 2.1. Hypothesis

The research carried out by Tabouli et al. (2016) and Al-Fakeh et al. (2020) found that organizational commitment significantly affects employee performance. The previous research carried out by Kasemsap (2013), Nguyen et al. (2021), and Ogunleye et al. (2013) stated that job satisfaction significantly affects organizational commitment. Meanwhile, Walia (2019), Sapta et al. (2021), and Adhikari (2019) stated that job satisfaction also significantly affects employee performance. The previous research carried out by Khan et al. (2011) and Carvalho et al. (2018) stated that organizational culture significantly affects job satisfaction. Al-Sada et al. (2017) stated that organizational culture significantly affects organizational commitment. Meanwhile, Omoniyi et al. (2014), Sopiah et al. (2021), and Febrina et al. (2019) showed that organizational culture also affects employee performance. The previous research carried out by Caesens and Stinglhamber (2014) and De Carlo et al. (2016) stated that job involvement significantly affects job satisfaction. Priyadarshini and Sripirabaa (2019) and Abdallah et al. (2017) reported that job involvement significantly affects organizational commitment. Moreover, Memon et al. (2018) and Giri et al. (2011) stated that job involvement also significantly affects employee performance. Meanwhile, Muthukumaran and Latha (2018) and Vratskikh et al. (2016) stated that emotional intelligence significantly affects job satisfaction. Rashid et al. (2016) and Kumari and Priya (2015) added that emotional intelligence significantly affects organizational commitment. Furthermore, Serhan and Gazzaz (2019) and Khan et al. (2016) reported that emotional intelligence also significantly affects employee performance.

**H1:** Organizational culture, job involvement, and emotional intelligence significantly affect job satisfaction.

**H2:** Organizational culture, job involvement, emotional intelligence, and job satisfaction significantly affect organizational commitment.

**H3:** Organizational culture, job involvement, emotional intelligence, job satisfaction, and organizational commitment significantly affect employee performance.

**H4:** organizational culture, job involvement, and emotional intelligence significantly affect employee performance through job satisfaction.

**H5:** organizational culture, job involvement, emotional intelligence, and job satisfaction significantly affect employee performance through organizational commitment.

**H6:** organizational culture, job involvement, and emotional intelligence significantly affect employee

performance through job satisfaction and organizational commitment.

### 3. Research Methods and Materials

This research investigated job satisfaction, organizational commitment, and employee performance using 3 variables, namely organizational culture, job involvement, and emotional intelligence, based on the preliminary studies carried out by Khan et al. (2011), Al-Sada et al. (2017), Omoniyi et al. (2014), Caesens and Stinglhamber (2014), Priyadarshini and Sripirabaa (2019), Memon et al. (2018), Rashid et al. (2016) and Serhan and Gazzaz (2019). Organizational culture measured job satisfaction, organizational commitment, and employee performance through self-awareness, aggressiveness, personality, performance, and team orientation. Job involvement was used to determine job satisfaction, organizational commitment, and employee performance through the work environment, leadership, opportunities for personal growth, and contribution. Emotional intelligence measured job satisfaction, organizational commitment, and employee performance through self-awareness, emotion management, self-motivation, empathy, and handling relationships, as shown in Figure 1. This is quantitative research with data collected from 240 front and back-office employees of commercial banks in the Great Malang through questionnaires and analyzed using Structural Equation Model (SEM).

### 4. Results

The univariate outliers were performed by determining the threshold value and converting the research data into a standard score or commonly called z-score. Hair et al. (2010) stated that the examination was carried out assuming the z-score is outside the range  $-4$  to  $4$  and categorized as outliers at a value of  $4.00$ . Therefore, based on the range of z-score values in each indicator, the data in the research contained univariate outliers on the leadership indicator because the minimum value of  $-4.464$  was below  $-4$ . Furthermore, the results of the multivariate outlier examination are displayed to determine the location of the observation.

The multivariate distribution of data needs to be analyzed to determine whether the assumption of a multivariate normal distribution is met, therefore the data processing was continued for SEM modeling. Furthermore, testing was performed to determine the value of multivariate kurtosis of the C.R. in the range of  $-2.58$  to  $2.58$ . However, the assumption of a multinormal distribution was not met because the value of C.R equals  $7.314$ .

The measurement model explains the construct validity and reliability in the 4 variables of the hypothesis using the loading factor, composite reliability, and average variance extracted (AVE) methods (Table 1). The measurement in the hypothesis model had good validity and reliability with a loading factor in the range of  $0.571$ – $0.925$ , which exceeded the recommended limit of  $0.50$ . Furthermore, the reliability

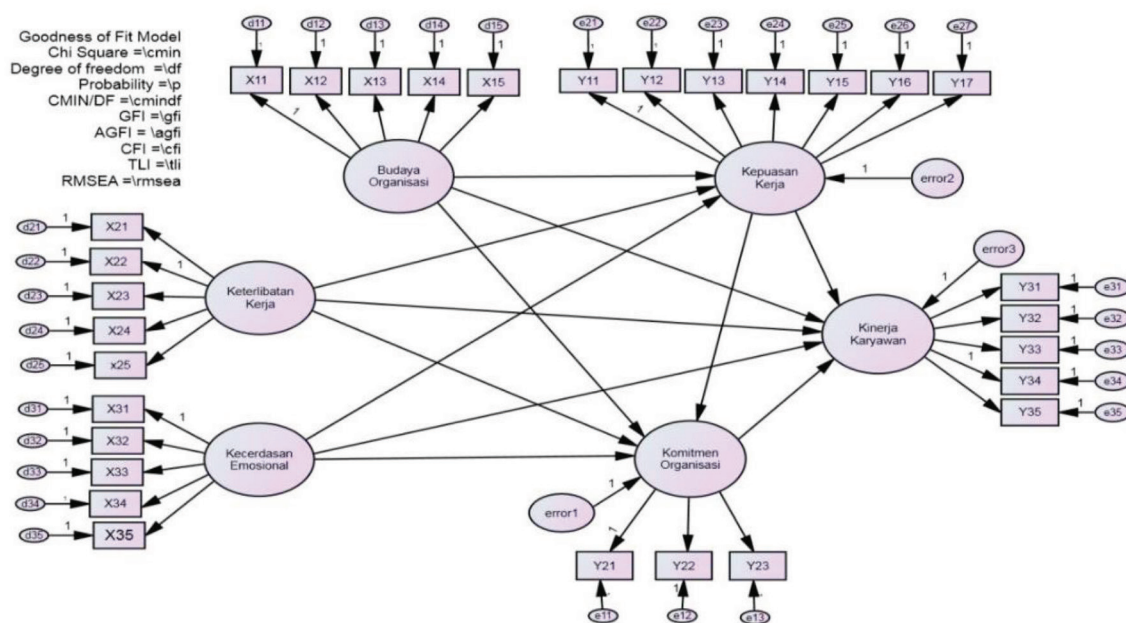


Figure 1: Research Model



**Table 1:** Construct Validity and Reliability

| Indicator                             | Loading Factor | Composite Reliability | Average Variance Extracted (AVE) |
|---------------------------------------|----------------|-----------------------|----------------------------------|
| <b>Organizational Culture (X1)</b>    |                |                       |                                  |
| X11                                   | 0.776          | 0.8225                | 0.538                            |
| X12                                   | 0.793          |                       |                                  |
| X14                                   | 0.656          |                       |                                  |
| X15                                   | 0.700          |                       |                                  |
| <b>Job Involvement (X2)</b>           |                |                       |                                  |
| X21                                   | 0.781          | 0.837                 | 0.562                            |
| X22                                   | 0.771          |                       |                                  |
| X24                                   | 0.758          |                       |                                  |
| X25                                   | 0.685          |                       |                                  |
| <b>Emotional Intelligence (X3)</b>    |                |                       |                                  |
| X31                                   | 0.571          | 0.892                 | 0.628                            |
| X32                                   | 0.733          |                       |                                  |
| X33                                   | 0.846          |                       |                                  |
| X34                                   | 0.925          |                       |                                  |
| X35                                   | 0.839          |                       |                                  |
| <b>Job Satisfaction (Y1)</b>          |                |                       |                                  |
| Y11                                   | 0.760          | 0.887                 | 0.567                            |
| Y12                                   | 0.785          |                       |                                  |
| Y13                                   | 0.827          |                       |                                  |
| Y14                                   | 0.755          |                       |                                  |
| Y15                                   | 0.716          |                       |                                  |
| Y17                                   | 0.665          |                       |                                  |
| <b>Organizational Commitment (Y2)</b> |                |                       |                                  |
| Y21                                   | 0.822          | 0.856                 | 0.665                            |
| Y22                                   | 0.837          |                       |                                  |
| Y23                                   | 0.786          |                       |                                  |
| <b>Employee Performance (Y3)</b>      |                |                       |                                  |
| Y31                                   | 0.765          | 0.845                 | 0.578                            |
| Y32                                   | 0.827          |                       |                                  |
| Y35                                   | 0.717          |                       |                                  |

of each construct was also good with the composite value in the range of 0.822–0.887, which exceeded the recommended limit of 0.70. Similarly, the construct reliability as measured by the AVE value was in the range of 0.538–0.665 and exceeded the recommended limit of 0.50. In each main description, the constructs are represented by the indicator with the highest loading factor.

In the hypothetical model, job satisfaction and organizational commitment mediate the effect of emotional intelligence, organizational culture, and job involvement on employee performance. Therefore, the hypothesis model showed the direct and indirect effects of proving the mediation of job satisfaction and organizational commitment (Figure 2).

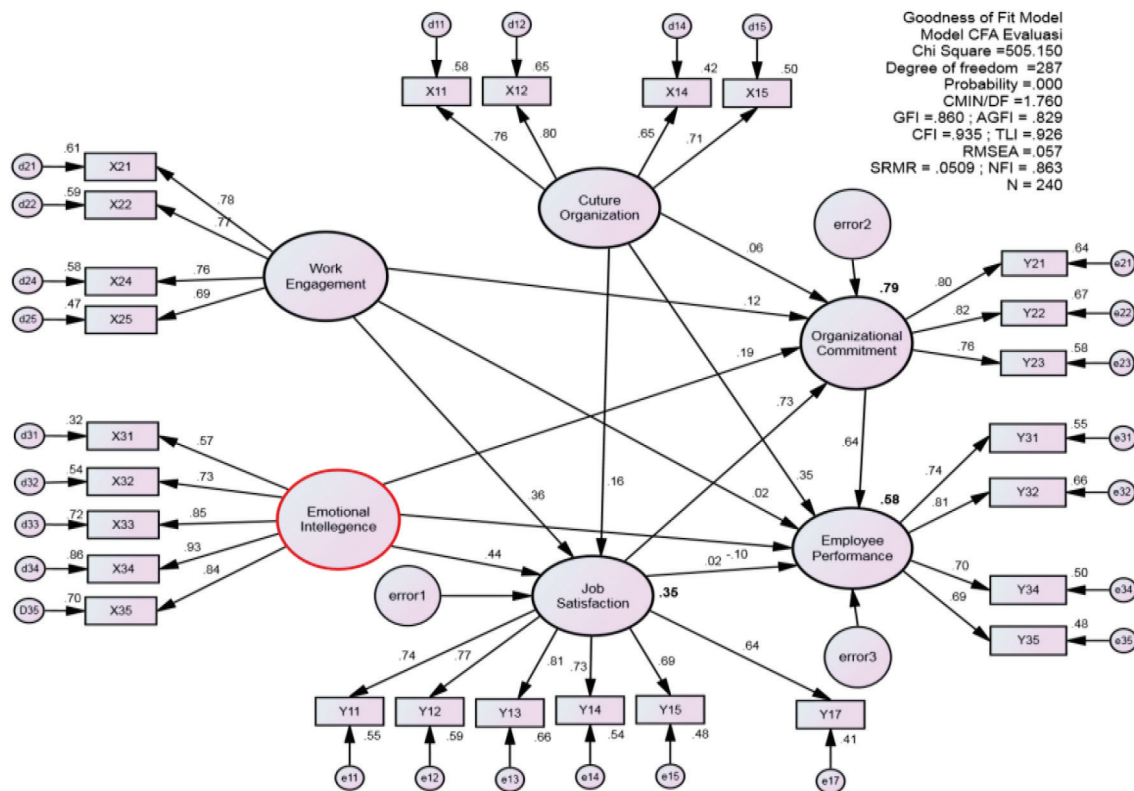


Figure 2: The Confirmation Results of the Research Model

The model fit on the hypothetical model led to chi-square, GFI, AGFI, CFI, TLI, RMSEA, SRMR, and NFI values of 505.150 ( $p = 0.000$ ), 0.860, 0.829, 0.935, 0.926, 0.057, 0.063 and 0.863, respectively. Overall, the model fit indices are used to explain the existence of a poor coefficient path, which is calculated and analyzed to determine the standardized regression weight. The parameter estimation result is used to explain the influence of one variable on another. Therefore, assuming the significance is based on more than 2 CR values with a  $p$ -value of less than 0.05, then the estimation results of the standardized regression weight are significant (Table 2).

The research consists of 6 hypotheses, out of which 1 was not proven (H4), while the remaining 5 were proven (H1, H2, H3, H5, and H6) (Table 3).

H1 stated that organizational culture, job involvement, and emotional intelligence significantly affect job satisfaction with a path coefficient of 0.162 ( $p = 0.016$ ). The path coefficient of 0.362 ( $p < 0.001$ ) of job involvement on job satisfaction was significant. The path coefficient of 0.436 ( $p < 0.001$ ) of emotional intelligence on job satisfaction was significant. Based on the test, these three coefficients were significant. Therefore, H1 was accepted.

H2 stated that organizational culture, job involvement, emotional intelligence, and job satisfaction significantly affect organizational commitment. The path coefficient of 0.056 ( $p = 0.277$ ) of the organizational culture on commitment was insignificant. Meanwhile, the path coefficient of 0.120 ( $p = 0.036$ ) of job involvement on organizational commitment was significant. The path coefficient of 0.192 ( $p < 0.001$ ) of emotional intelligence on organizational commitment was significant. The path coefficient of 0.732 ( $p < 0.001$ ) of job satisfaction on organizational commitment was significant. Based on the test on these 4 coefficients, 3 of them were significant, namely from job involvement, emotional intelligence, and job satisfaction. Therefore, H2 was accepted.

H3 stated that organizational culture, job involvement, emotional intelligence, job satisfaction, and organizational commitment significantly affect employee performance. The path coefficient of 0.351 ( $p < 0.001$ ) of organizational culture on employee performance was significant. The path coefficient of 0.016 ( $p = 0.825$ ) of job involvement on employee performance was insignificant. The path coefficient of  $-0.103$  ( $p = 0.178$ ) of emotional intelligence on employee

**Table 2:** Results of Coefficient Test on Direct Effect Path

|  | Regression Weights Estimate | S.E.  | C.R.   | P      | Standardized Regression Weights |
|--|-----------------------------|-------|--------|--------|---------------------------------|
| Endogenous: Job satisfaction, $R^2 = 0.374$          |                             |       |        |        |                                 |
| Culture → Satisfaction                               | 0.132                       | 0.054 | 2.413  | 0.016  | 0.162                           |
| Involvement → Satisfaction                           | 0.325                       | 0.063 | 5.129  | <0.001 | 0.362                           |
| Intelligence → Satisfaction                          | 0.428                       | 0.066 | 6.445  | <0.001 | 0.436                           |
| Endogenous: Organizational Commitment, $R^2 = 0.789$ |                             |       |        |        |                                 |
| Culture → Commitment                                 | 0.050                       | 0.046 | 1.087  | 0.277  | 0.056                           |
| Involvement → Commitment                             | 0.118                       | 0.056 | 2.095  | 0.036  | 0.120                           |
| Intelligence → Commitment                            | 0.206                       | 0.062 | 3.343  | <0.001 | 0.192                           |
| Satisfaction → Commitment                            | 0.800                       | 0.087 | 9.182  | <0.001 | 0.732                           |
| Endogenous: Employee Performance, $R^2 = 0.584$      |                             |       |        |        |                                 |
| Culture → Performance                                | 0.306                       | 0.061 | 5.019  | <0.001 | 0.351                           |
| Involvement → Performance                            | 0.015                       | 0.069 | 0.221  | 0.825  | 0.016                           |
| Intelligence → Performance                           | −0.108                      | 0.080 | −1.347 | 0.178  | −0.103                          |
| Satisfaction → Performance                           | 0.023                       | 0.181 | 0.125  | 0.900  | 0.021                           |
| Commitment → Performance                             | 0.625                       | 0.193 | 3.232  | 0.001  | 0.638                           |

**Table 3:** Direct Effects, Indirect Effects, and Total Effects

| Effect   | Direct | Indirect | Total  |
|--|--------|----------|--------|
| Organizational Culture ( $X_1$ ) → Job Satisfaction ( $Y_1$ )          | 0.162  | –        | 0.162  |
| Job Involvement ( $X_2$ ) → Job Satisfaction ( $Y_1$ )                 | 0.362  | –        | 0.362  |
| Emotional intelligence ( $X_3$ ) → Job Satisfaction ( $Y_1$ )          | 0.436  | –        | 0.436  |
| Job Satisfaction ( $Y_1$ ) → Employee Performance ( $Y_3$ )            | 0.021  | –        | 0.021  |
| Organizational Culture ( $X_1$ ) → Employee Performance ( $Y_3$ )      | 0.351  | 0.003    | 0.354  |
| Job Involvement ( $X_2$ ) → Employee Performance ( $Y_3$ )             | 0.016  | 0.008    | 0.024  |
| Emotional intelligence ( $X_3$ ) → Employee Performance ( $Y_3$ )      | −0.103 | 0.009    | −0.094 |
| Organizational Culture ( $X_1$ ) → Organizational commitment ( $Y_2$ ) | 0.056  | –        | 0.056  |
| Job Involvement ( $X_2$ ) → Organizational commitment ( $Y_2$ )        | 0.120  | –        | 0.120  |
| Emotional intelligence ( $X_3$ ) → Organizational commitment ( $Y_2$ ) | 0.192  | –        | 0.192  |
| Organizational commitment ( $Y_2$ ) → Employee Performance ( $Y_3$ )   | 0.638  | –        | 0.638  |
| Organizational Culture ( $X_1$ ) → Employee Performance ( $Y_3$ )      | 0.351  | 0.036    | 0.387  |
| Job Involvement ( $X_2$ ) → Employee Performance ( $Y_3$ )             | 0.016  | 0.077    | 0.093  |
| Emotional intelligence ( $X_3$ ) → Employee Performance ( $Y_3$ )      | −0.103 | 0.122    | 0.019  |
| Job Satisfaction ( $Y_1$ ) → Organizational Commitment ( $Y_2$ )       | 0.732  | –        | 0.732  |
| Organizational Culture ( $X_1$ ) → Employee Performance ( $Y_3$ )      | 0.351  | 0.076    | 0.427  |
| Job Involvement ( $X_2$ ) → Employee Performance ( $Y_3$ )             | 0.016  | 0.169    | 0.185  |
| Emotional intelligence ( $X_3$ ) → Employee Performance ( $Y_3$ )      | −0.103 | 0.204    | 0.101  |

Description: ns =  $p > 0.05$ ; \* =  $p < 0.05$ .

performance was insignificant. The path coefficient of 0.021 ( $p = 0.900$ ) of job satisfaction on employee performance was insignificant. Meanwhile, the path coefficient of 0.638 ( $p = 0.001$ ) of organizational commitment on employee performance was significant. Based on the test on these five coefficients, 2 of them were significant, namely organizational culture and commitment. Therefore, H3 was accepted.

H4 stated that organizational culture, job involvement, and emotional intelligence significantly affect employee performance through job satisfaction. The large total effect was obtained from the organizational culture, job involvement, and emotional intelligence of 0.354, 0.024 and  $-0.094$ , respectively. The indirect effect on employee performance was obtained from the organizational culture, job involvement, and emotional intelligence of 0.003, 0.008, and 0.009. The result showed that the indirect effect of organizational culture, job involvement, and emotional intelligence through job satisfaction on employee performance was weak. This was because the direct effect of job satisfaction which acts as a mediating variable on employee performance, was 0.021 ( $p = 0.900$ ), which was insignificant. The 3 path coefficients of organizational culture, job involvement, and emotional intelligence on job satisfaction were significant, while the path coefficients of job satisfaction on employee performance were insignificant. Therefore, H4 was rejected.

H5 stated that organizational culture, job involvement, emotional intelligence, and job satisfaction significantly affect employee performance through organizational commitment. The large effect was obtained from the organizational culture, job involvement, and emotional intelligence of 0.387, 0.093, and 0.019 on employee performance. Furthermore, the indirect effect on employee performance was obtained from the organizational culture, job involvement, and emotional intelligence of 0.036, 0.077, and 0.122, respectively. The indirect effect of organizational culture, job involvement, and emotional intelligence on employee performance through organizational commitment was strong. This was because the direct effect of organizational commitment that acts as a mediating variable on employee performance was 0.638 ( $p < 0.001$ ), which was significant. Of the 3 results, the indirect effect was only found in organizational culture on employee performance with weak mediation by organizational commitment. Furthermore, 3 path coefficients on organizational commitment originating from job involvement, emotional intelligence, and job satisfaction were significant and the path coefficients of organizational commitment to employee performance. Therefore, H5 was accepted.

H6 stated that organizational culture, job involvement, and emotional intelligence significantly affect employee performance through job satisfaction and organizational commitment. This hypothesis is in accordance with

the path from organizational culture, job involvement, and emotional intelligence to job satisfaction. It further continues organizational commitment and ends in employee performance. The large total effect was obtained from organizational culture, job involvement, and emotional intelligence of 0.427, 0.185, and 0.101, respectively, on employee performance. The indirect effect on employee performance was obtained from organizational culture, job involvement, and emotional intelligence of 0.076, 0.169, and 0.204, respectively, on employee performance. The indirect effect of organizational culture, job involvement, and emotional intelligence through job satisfaction and organizational commitment on employee performance was strong. This was because the direct effect of job satisfaction on organizational commitment of 0.732 ( $p < 0.001$ ), and organizational commitment on employee performance of 0.638 ( $p < 0.001$ ) were significant. Based on these 3 results, the indirect effect of organizational culture, job involvement, and emotional intelligence on employee performance was strong, mediated by job satisfaction and organizational commitment. Furthermore, 3 path coefficients on job satisfaction derived from organizational culture, job involvement, and emotional intelligence were significant. Meanwhile, the path coefficients of job satisfaction on organizational commitment and employee performance were also significant. Therefore, H6 was accepted.

## 5. Discussion

### 5.1. Organizational Culture, Job Involvement, and Emotional Intelligence on Job Satisfaction

Organizational culture has a significant effect on job satisfaction, with indicators of self-awareness (such as satisfaction from job, self-development and abilities, and obeys rules), aggressiveness (full of initiative and able to set plans), performance (prioritizes quality, always innovates, works effectively and efficiently), and team orientation (able to discuss and solve problems). This means that the higher the organizational culture, the greater the job satisfaction. The research supports the results carried out by Khan et al. (2011) and Carvalho et al. (2018), which stated that organizational culture significantly affects job satisfaction.

Job involvement has a significant effect on job satisfaction, with a feeling of importance and opportunities for advancement, sufficient equipment and facilities in the comfortable workspace, opportunities for personal growth, and expressing opinions to other employees. This means that the higher the job involvement, the greater the satisfaction rate. The results are supported by the research carried out by Caesens and Stinglhamber (2014) and De Carlo et al. (2016), who stated that job involvement significantly affects job satisfaction.



Emotional intelligence plays a significant effect on job satisfaction, with indicators of self-awareness (able to recognize and feel emotions, understand the causes and determine the effect), emotional management (able to control emotions, have positive feelings, reduce feelings of loneliness and anxiety), motivation of oneself (able to control work constraints, being optimistic and ability to concentrate), empathy (able to accept opinions, understand other people's feelings, listen to other people's complaints), and relationship handling (able to resolve conflicts, ability to communicate and prioritize the interests of others). This means that emotional intelligence leads to increased job satisfaction. The results are supported by the research carried out by Muthukumaran and Latha (2018) and Vratskikh et al. (2016), who stated that emotional intelligence significantly affects job satisfaction.

## **5.2 Organizational Culture, Job Involvement, Emotional Intelligence and Job Satisfaction on Organizational Commitment**

Organizational culture has no significant effect on organizational commitment, with self-awareness, aggressiveness, performance, and team orientation indicators. This means that an increase in organizational culture does not necessarily lead to a rise in commitment. The results are not in line with the research carried out by Al-Sada et al. (2017), who stated that organizational culture has no significant effect on commitment.

Job involvement has a significant effect on organizational commitment, with indicators of work, environment, opportunities for personal growth, and to make contributions. This means that the higher the job involvement, the greater the organizational commitment. The results are supported by the research carried out by Priyadarshini and Sripirabaa (2019) and Abdallah et al. (2017), who stated that job involvement significantly affects organizational commitment.

Emotional intelligence significantly affects organizational commitment, with indicators of self-awareness, emotion management, self-motivation, empathy, and handling relationships. This means that emotional intelligence leads to an increase in organizational commitment. The results are in accordance with the research carried out by Rashid et al. (2016) and Kumari and Priya (2015), who stated that emotional intelligence has a significant effect on organizational commitment.

Job satisfaction significantly affects organizational commitment, with indicators of job content, supervision, organization and management, opportunities for advancement, salary, and working conditions. This means that the higher the employee satisfaction, the greater the organizational commitment. The results are supported

by the research carried out by Kasemsap (2013), Nguyen et al. (2021), and Ogunleye et al. (2013), who stated that job satisfaction significantly affects organizational commitment.

## **5.3. Organizational Culture, Job Involvement, Emotional Intelligence, Job Satisfaction and Organizational Commitment on Employee Performance**

Organizational culture has a significant effect on employee performance, with indicators of self-awareness, aggressiveness, performance, and team orientation. This means that the increase in organizational culture leads to an increase in employee performance. The results are supported by the researches carried out by Omoniyi et al. (2014), Sopiah et al. (2021), and Febrina et al. (2019), who stated that organizational culture significantly affects employee performance.

Job involvement has no significant effect on employee performance, with indicators of the work itself, environment, personal growth opportunities, and contributions. This means that the presence of job involvement does not affect employee performance. However, the results are not in accordance with the research carried out by Memon et al. (2018) and Giri et al. (2016), who stated that job involvement has no significant effect on employee performance.

Emotional intelligence has no significant effect on employee performance, with indicators of self-awareness, managing emotions, self-motivated, empathy, and handling relationships. This means that emotional intelligence does not affect employee performance. The results are not supported by the research carried out by Serhan and Gazzaz (2019) and Khan et al. (2016), who stated that emotional intelligence has no significant effect on employee performance.

Job satisfaction has no significant effect on employee performance, with indicators of job content, supervision, organization and management, opportunities for advancement, salary, and working conditions. This means that the increase in job satisfaction does not affect employee performance. Therefore, the results do not support the research carried out by Walia (2019), Sapta et al. (2021), and Adhikari (2019), who stated that job satisfaction has no significant effect on employee performance.

Organizational commitment has a significant effect on employee performance, with affective, continuance, and normative commitment indicators. This means that the higher the organizational commitment, the greater the employee performance. The results are in accordance with the research carried out by Tabouli et al. (2016) and Al-Fakeh et al. (2020), who stated that organizational commitment significantly affects employee performance.

#### **5.4. Organizational Culture, Job Involvement and Emotional Intelligence on Employee Performance through Job Satisfaction**

Organizational culture, job involvement, and emotional intelligence do not significantly affect employee performance through job satisfaction. This means that organizational culture (self-awareness, aggressiveness, performance, and team orientation), job involvement (the work itself, environment, opportunities for personal growth and opportunities to contribute), and emotional intelligence (self-awareness, emotion management, self-motivation, empathy, and handling relationships) cannot improve employee performance through job satisfaction.

#### **5.5. Organizational Culture, Emotional Intelligence, Job Involvement and Job Satisfaction on Employee Performance through Organizational Commitment**

Organizational culture, job involvement, and emotional intelligence significantly affect employee performance through organizational commitment. This means that organizational culture (self-awareness, aggressiveness, performance, and team orientation), job involvement (the work itself, environment, opportunities for personal growth, and contributions), and emotional intelligence (self-awareness, emotion management, self-motivation, empathy, and handling relationships) improve employee performance through organizational commitment.

#### **5.6. Organizational Culture, Job Involvement, and Emotional Intelligence on Employee Performance through Job Satisfaction and Organizational Commitment**

Organizational culture, job involvement, and emotional intelligence play a significant role in employee performance through job satisfaction and organizational commitment. This means that organizational culture (self-awareness, aggressiveness, performance, and team orientation), job involvement (job itself, environment, opportunities for personal growth, and opportunities to contribute), and emotional intelligence (self-awareness, emotion management, motivation oneself, empathy, and handling relationships) improve employee performance through job satisfaction and organizational commitment. Therefore, the workers become qualified and disciplined employees capable of achieving predetermined company goals.

### **7. Conclusion and Suggestion**

Based on the analysis and discussion results, it is concluded that organizational culture, job involvement, and

emotional intelligence significantly affect job satisfaction. Meanwhile, organizational culture supported by self-awareness, aggressiveness, performance, and team orientation contributes to job satisfaction. Furthermore, support for job involvement, including the job, environment, opportunities for personal growth, and contributions, aids in increasing job satisfaction. Emotional intelligence support self-awareness, managing emotion, self-motivation, empathy, and handling relationships encourages job satisfaction.

Organizational culture, job involvement, emotional intelligence, and job satisfaction significantly affect organizational commitment. Meanwhile, organizational culture supported by self-awareness, aggressiveness, performance, and team orientation cannot promote organizational commitment. Support for job involvement, such as the environment, personal growth opportunities and contributions, also increases organizational commitment. Emotional intelligence support increases organizational commitment, including self-awareness, emotion management, self-motivation, empathy, and handling relationships. Furthermore, job satisfaction support, including job content, supervision, organization and management, opportunities for advancement, salary, and working conditions, increases organizational commitment.

Organizational culture, job involvement, emotional intelligence, job satisfaction, and organizational commitment significantly affect employee performance. In addition, organizational culture supported by self-awareness, aggressiveness, performance, and team orientation improves employee performance. Job involvement support, such as the job, environment, opportunities for personal growth and contributions, do not have the ability to improve employee performance. Meanwhile, emotional intelligence supported by self-awareness, managing emotion, self-motivation, empathy, and handling relationships cannot improve employee performance. Support for job satisfaction, including its content, supervision, organization and management, opportunities for advancement, salary, and working conditions, cannot improve employee performance. However, organizational commitment supported by affective, continuance, and normative commitment improves employee performance.

Job satisfaction cannot mediate the effect of organizational culture, job involvement, and emotional intelligence on employee performance. Meanwhile, the relationship between organizational culture, job involvement, emotional intelligence with job satisfaction, and the relationship between job satisfaction and employee performance cannot determine employee performance.

Organizational commitment mediates the effect of organizational culture, job involvement, emotional intelligence, and job satisfaction on employee performance. The relationship between organizational culture, job involvement, emotional intelligence, job satisfaction,

organizational commitment, and organizational commitment with employee performance are important pathways to employee performance. These attributes originate from 3 exogenous variables, namely organizational culture, job involvement, emotional intelligence, and one intervening variable, namely job satisfaction.

Job satisfaction and organizational commitment mediate the effect of organizational culture, job involvement, and emotional intelligence on employee performance. Therefore, the relationship between organizational culture, job involvement, and emotional intelligence with job satisfaction and organizational commitment and the relationship between job satisfaction and organizational commitment with employee performance means that important pathways to employee performance stem from 3 exogenous variables. These include organizational culture, job involvement, and emotional intelligence with two intervening variables, namely job satisfaction and organizational commitment.

Further research needs to be carried out to examine other service industries such as financial services and hospitality to strengthen the effect of employee performance.

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