

The Influence of Organizational Culture and Emotional Intelligence on the Employee Performance and with the Employee Engagement as the Mediating Variable

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ABSTRACT

Objectives: The objective of this study is to explore the influence of organizational culture and emotional intelligence on employee performance with employee engagement as a mediating variable.

Methodology: This research involved the questionnaire survey of employees at a multi-finance company. The data collected was then analyzed with a structural model approach, using quantitative methods. The population in this study involved 240 employees at a multi-finance company in the Jakarta area.

Finding: In the variable of Employee Engagement influenced by the variables of Organizational Culture and Emotional Intelligence, an R-Square value of 0.455 was obtained. This explains that the percentage of the predictor variables, Organizational Culture and Emotional Intelligence, can explain 45.5% of Employee Engagement. In the variable of Job Performance influenced by the variables of Organizational Culture, Emotional Intelligence, and Employee Engagement, an R-Square value of 0.380 was obtained. This explains that the percentage of the predictor variables, Organizational Culture, Emotional Intelligence, and Employee Engagement, can explain 38% of Job Performance.

Conclusion: The results indicate that Organizational Culture and Emotional Intelligence in multifinance companies influence Employee Performance, and Employee Engagement has a mediating effect. This research has practical implications for multifinance companies in building Organizational Culture and Emotional Intelligence and increasing Employee Performance through Employee Engagement.

Keywords: Organizational Culture, Emotional Intelligence, Employee Performance, Employee Engagement.

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INTRODUCTION

The organizational culture, which molds an organization, can be regarded as one of the pivotal factors influencing the success or failure of a company (Galli, 2022). Organizational culture encompasses a set of norms or values commonly practiced within an organization (Ferine et al., 2021). It can dynamically drive or hinder a company's progress (Bamidele, 2022). Employees can influence organizational culture to build or weaken their competitive advantage (Christopher & Edwinah, 2022). Organizational culture shapes individual perceptions, cognitive processes, and behavioral responses when facing challenges. In addition, Qianqian & Zhihua (2020) noted that organizational culture can foster a friendly, familial, and caring work environment, which appeals to employees seeking job competence, personal values, and career development.

Organizational culture establishes principles guiding employees' behavior and task completion in a business (Daslim et al., 2023). Employee performance encompasses the specific tasks and activities individuals undertake within the workplace (Malureanu et al., 2021). Employee performance is the outcomes attained by individuals or teams within a company, within the scope of their authority and duties, through lawful, ethical endeavors to fulfill the organization's objectives (Chien et al., 2020). Ideally, employees perform best when they feel they have received what they expect from the organization they work for (Nugroho et al., 2023). Employee engagement has long been recognized as a vital factor in determining organizational success (Ly, 2023). *Enhancing employee performance in the era of the Industrial Revolution 4.0 presents challenges, but it can be achieved by developing skills that align with the company's strategy and objectives (Ariani et al., 2023).*

Engaged employees need their organization to thrive because they feel connected with enthusiasm, social interactions, and spiritual alignment to its mission, vision, and goals (Rameshkumar, 2020). Due to the enforcement of restrictions on activities, employee engagement has emerged as a primary focus for managers and HR professionals within organizations (Simanjuntak et al., 2023). This is supported by Mirji et al., (2023), showing a positive correlation between organizational culture and employee engagement.

By maximizing the enhancement of human resources through employees' internal factors (individual), such as good emotional intelligence and abilities, the likelihood of success increases as employees develop thinking habits that promote productivity. Emotional intelligence emphasizes an individual's emotions, ability to understand, manage, and control emotions, and empathy. Understanding, evaluating, and managing the emotions of others and one's own emotions are important characteristics of individuals with emotional intelligence (Yeke, 2023). MacCann et al., (2019) assert that individuals who can comprehend, express, and regulate their own emotions and those of others tend to achieve favorable outcomes. Similarly, O'Connor et al., (2019) confirm that individuals with high emotional intelligence exhibit improved social interactions, particularly with their colleagues. Emotional intelligence has various positive implications for personal and professional aspects of individuals' lives. Said that higher levels of emotional intelligence among marketing staff and effective brand communication strategies positively influence consumer brand perception, subsequently leading to increased customer loyalty (Saratian, Efendi, & Utami, 2024). The research substantiates the claim that emotional intelligence has a substantial bearing on the overall performance of a group. A workforce that has a high level of emotional intelligence frequently produces high levels of team cohesion as a natural outcome.

The issue of employee performance in multi-finance company. The issue of employee performance in a multi-finance company is influenced by several factors. Performance management encompasses all activities aimed at enhancing the performance of a company or organization, as well as the performance of each individual and workgroup within the company (Sunatar, 2023). A study by Almulaiki (2023) highlights that a lack of effective empowerment, inadequate training programs, and unclear performance metrics significantly hinder employee performance. Empowerment issues lead to low motivation and decision-making capabilities, while insufficient training and vague metrics further exacerbate performance problems. *Training alone plays a crucial role in enhancing company performance. In such instances, employees may lack the necessary skills to independently resolve work-related challenges without relying on external assistance (Qurotalain, Sriyono, & Fitriyah, 2022). Employee loyalty to a company relies on fostering motivation that includes existence, relatedness, and growth, influencing employees to stay engaged and committed to their work and organization, as seen in mechanically skilled construction workers who need both mechanical expertise and an understanding of their fundamental needs since work motivation is a unique and non-transferable aspect of personality (Chaidir & Zulfikar, 2023).* One relevant study is by Putra and Astuti (2020), In their research, they examine how both organizational culture and emotional intelligence contribute to enhancing employee performance within multifinance companies. They argue that a supportive organizational culture combined with high emotional intelligence among employees can lead to improved performance outcomes in this sector. A study by Nurhayati and Zulfikar (2021) explores how organizational culture and emotional intelligence affect the performance of employees in multi-finance companies in Indonesia. The study emphasizes the role of a positive organizational culture and high emotional intelligence in fostering employee motivation, engagement, and ultimately, performance within this sector. Consistent with research by Illahi, Suseno, and Suadina (2023) research supports the assertion that emotional intelligence significantly influences group performance. Teams with high emotional intelligence often demonstrate strong cohesion as a natural result.

Research Gap

Based on the previous research, exemplified by Widayati et al., (2022), has demonstrated that organizational culture positively influences employee performance. In alignment with the discoveries of Uswatun Chassanah (2022) organizational culture's significant impact on employee performance exists. Sendow et al., (2023) discovered that emotional intelligence positively and significantly influences employee performance when examined in part, indicating that employees with higher emotional intelligence demonstrate better performance. In line with the findings of Miao et al., (2021), emotional intelligence enhances employee performance. Furthermore, Nurjanah & Indawati (2021) revealed a statistically significant positive correlation between emotional intelligence and employee engagement. In addition, the findings of Rohman et al., (2021) studies suggest that employee engagement exerts a positive and significant influence on employee performance. A study by Daud & Makhmut (2023) examined the influence of information technology and organizational culture on employee performance by mediating employee engagement. The results revealed that information technology and organizational culture significantly and positively influence employee performance. Additionally, employee engagement was found to impact employee performance significantly. According to the findings of the mediation analysis, employee engagement partially mediates the relationship between information technology, organizational culture, and employee performance. However, there appears to be an empirical gap compared to previous

research due to using different independent variables. The study "The Impact of Information Technology and Organizational Culture on Employee Performance with the Mediation of Employee Engagement" by Daud and Makhmut (2023) also suggests that future research should expand the research subject's scope and investigate additional variables related to employee performance.

Previous research on organizational culture and employee performance has focused mainly on analyzing *theoretical gaps*. This research, however, aims to address gaps to analyze the empirical study in understanding the complex interactions between organizational culture, and emotional intelligence on employee performance with employee engagement as a mediating variable, specifically within the multifinance sector. It also aims to provide practical insights into fostering a balanced and supportive work environment that enhances employee performance and well-being.

LITERATURE REVIEW

Organizational Culture

Organizational culture is considered an organization's capital and fundamental competency that promotes alignment between company values and its employees and is also related to organizational effectiveness (Azeem et al., 2021). Meanwhile, Asha et al., (2023) organizational culture has the potential to foster employees' comprehension of the company's fundamental values and facilitate a collective understanding of organizational processes and objectives, thereby promoting greater engagement.

Emotional Intelligence

Emotional intelligence is the ability to understand, manage, and regulate emotions, promoting adaptive thinking and understanding of the meaning and consequences of emotions (Quílez-Robres et al., 2023). Emotional Intelligence encompasses a range of interconnected skills that involve accurately understanding, assessing, and expressing emotions. It includes the capacity to access and invoke emotions to aid thinking, comprehend emotional information, and regulate emotions to enhance both emotional and intellectual development (Contreras-Pacheco et al., 2019).

Employee Performance

Chien et al., (2020) state that employee performance refers to the results obtained by an individual or group within an organization, by their respective authority and responsibilities, in the effort to legitimately achieve the goals of the organization without violating laws and by, morals and ethics. Furthermore, according to (Narayanan et al., 2019) employee performance is a generally important outcome variable in any organizational setting. Employee performance, or simply performance, reflects the extent of achievement in executing programs, activities, or policies aimed at fulfilling the goals, vision, and mission of the organization. This is carried out through the organization's strategic planning efforts. Employee performance is important for an organization because it is one of the crucial factors in achieving business success, and it is highly important for individuals as well (Duong & Nguyen, 2023). Employee performance is the work achieved by a person and/or group in an institution in line with their respective responsibilities in the framework of achieving the goals of the institution following certain principles (Soelton et al., 2021).

Employee Engagement

Employee engagement refers to the emotional commitment and level of attachment that employees demonstrate toward their work, colleagues, and the organization as a whole (Guo & Hou, 2022). Engaged employees understand the business environment and collaborate with their colleagues to improve performance, benefiting the organization as a whole (Hui et al., 2020). Employee engagement refers to the attachment, dedication, enthusiasm, and meaningful connection at work and the workplace, as well as external factors that effectively influence workers' well-being in achieving desired strategic organizational goals. For effective implementation of employee engagement strategies in line with their mission and vision, organizations must possess a thorough comprehension of their workforce (Bale & Pillay, 2021). Employee engagement can also be seen as a support in fulfilling job responsibilities (Aziez, 2022).

RELATIONSHIP BETWEEN VARIABLES

The Relationship Between Organizational Culture and Employee Performance

Organizational culture is an important source of competitive advantage and organizational health as it influences employee performance and organizational behavior positively and negatively (Bale & Pillay, 2021). In line with this Daud and Makhmut (2023) state that organizational culture has a positive and significant impact on employee performance. Companies with strong and cohesive organizational cultures are sophisticated, well-managed, and capable of being properly regulated. A highly organizational culture can create a comfortable and orderly workplace for employees. Every employee in a company should understand the organizational culture as a shared pattern and as a guide for the organization's internal development. Based on the above description, the following hypothesis is formulated:
H1: Organizational Culture has a positive influence on Employee Performance.

The Relationship Between Organizational Culture and Employee Engagement

The study conducted by Daud and Makhmut (2023) suggests that organizational culture significantly impacts employee performance. This is consistent with the findings of Septiandri and Tjahjadi (2022) which also highlight the influence of organizational culture on employee performance. Similar significant positive relationships between clan culture and employee engagement were also revealed by Afrifa JR et al., (2022). A supportive company culture fosters a positive level of trust between the company and its employees, which in turn can elevate employee engagement to greater heights. Based on the above description, the following hypothesis is constructed:

H2: Organizational Culture has a positive influence on Employee Engagement.

The Relationship Between Emotional Intelligence and Employee Engagement

The research by Kinnary et al., (2023) findings indicate that employee engagement is influenced by emotional intelligence, both through direct and indirect pathways. Furthermore, the study by Nurjanah & Indawati (2021) also demonstrates that emotional intelligence statistically has a positive effect on employee engagement. Consistent with the research by Selvi and Aiswarya (2023) job engagement demonstrates a notable correlation with emotional intelligence. Soelton et al., (2021) findings indicate that emotional intelligence has a positive and significant impact on employee engagement. Based on the recommendations of several studies, the following hypothesis is developed:

H3: Emotional Intelligence has a positive influence on Employee Engagement.

The Relationship Between Emotional Intelligence and Employee Performance

Research conducted by Bansal (2020) demonstrates a significant and positive relationship between emotional intelligence and employee performance. This is consistent with the findings of the study by Pranitasari et al., (2022) which state that emotional intelligence affects employee engagement. Similarly, the research by Duong and Nguyen, (2023) indicates that emotional intelligence influences employee performance. Based on the recommendations of several studies, the following hypothesis is formulated:

H4: Emotional Intelligence has a positive influence on Employee Performance.

The Relationship Between Employee Engagement and Employee Performance

The findings of the research by Daud and Makhmut (2023) indicate that employee engagement also has a significant influence on employee performance. The concept is that the higher the employee engagement, the more proactive, punctual, motivated, measurable quality, and productivity the employees become. Employee engagement can make employees more responsive and involved, resulting in improved employee performance and easier control for employees. Based on the recommendations of several studies, the following hypothesis is formulated:

H5: Employee Engagement has a positive influence on Employee Performance.

The Indirect Effect of Employee Engagement on Organizational Culture and Employee Performance

The findings of the research by Fidyah and Setiawati (2020) indicate that employee engagement has an impact on organizational culture as well as on employee performance. Employee engagement impacts both organizational culture and employee performance because engaged employees are more motivated, productive, and committed, fostering a positive work environment, enhancing teamwork, and driving overall organizational success.

H6: Employee Engagement Mediates The Influence Between Organizational Culture and Employee Performance

The Indirect Effect of Employee Engagement on Emotional Intelligence and Employee Performance

Research conducted by Sulyantie and Gani (2023) shows that employee engagement partially mediates the relationship between emotional intelligence's influence on employee performance. Employee engagement influences emotional intelligence and employee performance by creating a supportive atmosphere that encourages individuals to better understand and regulate their emotions, leading to improved job satisfaction and productivity. Job satisfaction itself is one of the reasons for improving employee performance. People who are satisfied with their actions will engage with the company, and conversely, when someone is dissatisfied with their actions, it is difficult to engage with the company (Karyatun et al., 2023).

H7: Employee Engagement Mediates The Influence Between Emotional Intelligence and Employee Performance

Based on the above hypotheses, the research model is depicted as follows:

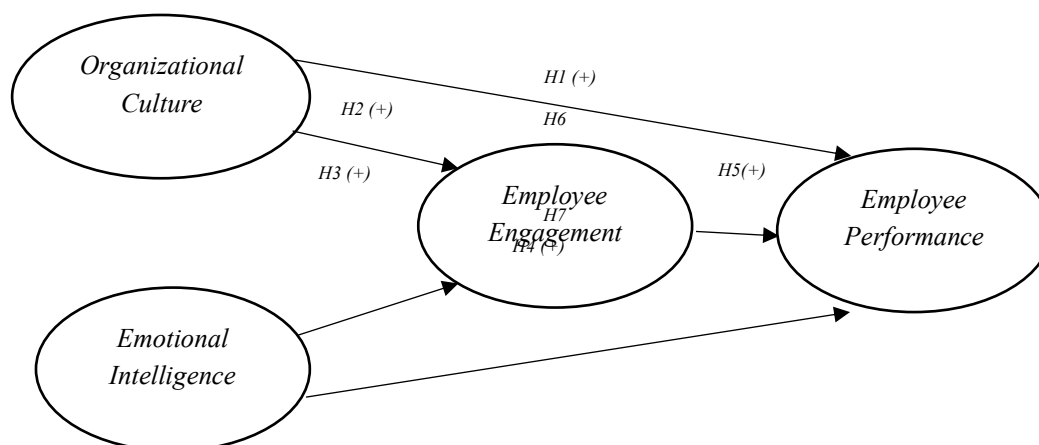


Figure 1. Research Model

METHOD

Data gathering for this study employed a survey approach by disseminating online questionnaires. The measurement was conducted using a Likert scale of 1 – 5, where scale 1 represents strongly disagree (SD), scale 2 represents disagree (D), scale 3 represents neutral (N), and scale 4 represents agree (A). Scale five represents strongly agree (SA). The measurement in this study refers to previous research that was modified to fit the banking context, employing a quantitative approach to analyze the relationships between variables through hypothesis testing. The measurement of Organizational Culture was adopted from Lam et al., (2021) consisting of 6 statement items. The measurement of emotional intelligence consisted of 16 statement items. The measurement of employee performance consisted of 18 statement items. The employee engagement measurement consisted of 17 statement items. In this study, a total of 57 statements were measured.

Population and Sample

Respondents were selected using the purposive sampling method at a multi finance company, with the sample criteria being individuals working in Jakarta. The data collection technique began with distributing an initial questionnaire (pre-test) to 30 respondents. The measurement of the number of respondents collected is based on the study by Hair et al., (2020) where the minimum number of respondents collected should be five times the number of questions and ideally ten times the number of questions. Therefore, the researcher will collect a minimum of $5 \times 47 = 235$ respondents in this study. Employees who reside and work in Jakarta are the most suitable respondents for measuring employee engagement because the organizational culture is still strongly present at the Jakarta headquarters.

Data Analysis

This research employs a quantitative approach utilizing the Structural Equation Model (SEM) methodology, with data processing and analysis using SmartPLS 3.0 software. Validity is assessed through various tests, including Discriminant Validity and Average Variance Extracted (AVE), with an expected AVE value exceeding 0.5. Invalidity testing was conducted using the SmartPLS 3.0 program, and loading factor values for each indicator construct were examined. Typically, a loading factor value exceeding 0.70 is considered indicative of validity. Discriminant validity ensures that different indicators of a construct do not exhibit high

correlations. To test discriminant validity using reflective indicators, cross-loading values for each variable should exceed 0.70 and be higher than those of other variables. Reliability testing seeks to illustrate the accuracy, consistency, and precision of measurement instruments. In PLS-SEM conducted using the SmartPLS 3.0 program, the reliability of a construct with reflective indicators is assessed by computing the composite reliability value. The standard criterion for determining construct reliability is that composite reliability should exceed 0.7 for confirmatory research, while values between 0.6 and 0.7 are acceptable for exploratory research. For the variable of Employee Engagement, influenced by Organizational Culture and Emotional Intelligence, an R-squared value of 0.455 was obtained. This suggests that the predictor variables, Organizational Culture and Emotional Intelligence, can account for 45.5% of the variance in Employee Engagement. The remaining 54.5% is attributed to factors not included in this study. Similarly, for the variable of Employee Performance, influenced by Organizational Culture, Emotional Intelligence, and Employee Engagement, an R-squared value of 0.380 was obtained, indicating that these predictor variables can explain 38% of the variance in Employee Performance. The remaining 62% are influenced by external factors beyond the scope of this research model.

RESULTS AND DISCUSSION

Results

The results of the study were obtained from 240 respondents who are employees based in Jakarta. The respondents in this study were predominantly male, accounting for 60%, and female, accounting for 40%. The most common age range was 22-26 years, accounting for 38% of the respondents. The majority of the respondents had a bachelor's degree as their highest level of education, accounting for 82%, and the majority had a length of employment of up to 5 years, accounting for 52%. Before hypothesis testing, a measurement model test was carried out to estimate the indicators and latent variables. This test included evaluating construct validity, encompassing convergent, discriminant, and composite reliability. Convergent validity, which measures the accuracy of reflective indicators as variables, was assessed by examining the outer loading values of each indicator variable. Validation and reliability testing utilized an outer model or measurement model design. An indicator is deemed valid if its factor loading value exceeds 0.6 (original sample value) and has a P-value (probability) less than 0.05. All 57 indicators in this study exhibited outer loading values exceeding 0.7, ranging from 0.703 to 0.805, demonstrating a strong correlation with their respective constructs. This indicates that these indicators meet the validity criteria and can be considered reliable.

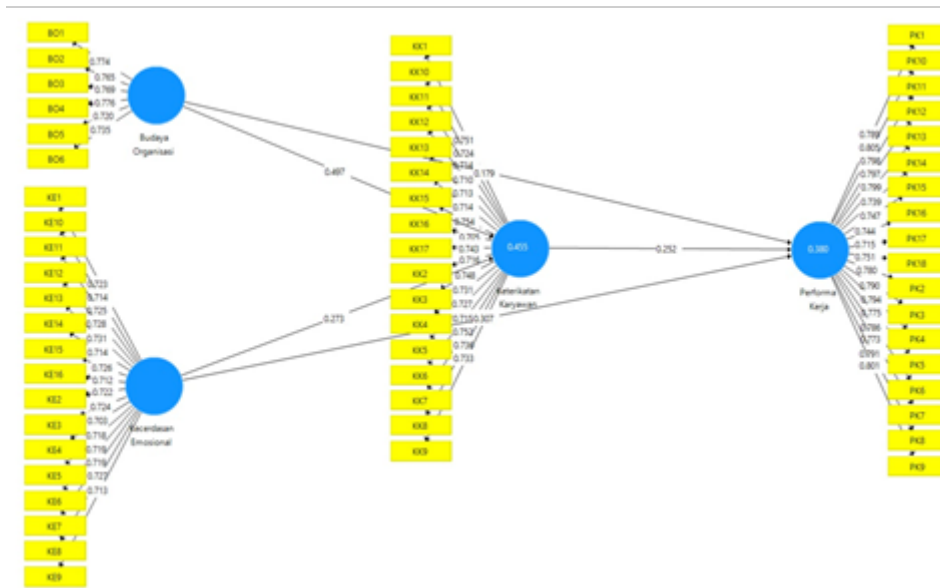


Figure 2. SEM-PLS Output Display

The next step is to measure the discriminant validity of reflective indicators, which can be observed through the cross-loadings between indicators and their constructs. Discriminant validity is assessed by comparing the Average Variance Extracted (AVE) for each construct with the correlations between constructs in the model. The model demonstrates good discriminant validity when the AVE value for each construct exceeds the correlation with other constructs. The designated criteria for the Average Variance Extracted (AVE) value is ≥ 0.5 . As per Ghozali's criteria, a variable is deemed to have achieved composite reliability if its composite reliability value exceeds 0.6, and it satisfies Cronbach's alpha if the value surpasses 0.7. AVE values are utilized to ascertain whether the average variances of the indicators within each variable are consistent. In this study, all variables met the criteria for homogeneity, as evidenced by AVE values exceeding 0.5, Cronbach's alpha values surpassing 0.7, and composite reliability values exceeding 0.6. This indicates the validity of all variables. Here are the measurements of AVE, Cronbach's alpha, and composite reliability for all variables:

Table 1. AVE

Variable	Average Variance Extracted (AVE)	Description
Organizational Culture	0,573	Reliable
Emotional Intelligence	0,518	Reliable
Employee Engagement	0,531	Reliable
Employee Performance	0,603	Reliable

When analyzing the connections between constructs, it's crucial to consider the research model's significance level and R-square value. The R-square values in this study are shown in Table 2 as follows:

Table 2. R-Square

	R Square	R Square Adjusted
Employee Engagement	0,455	0,450
Employee Performance	0,380	0,373

For the variable of Employee Engagement, influenced by Organizational Culture and Emotional Intelligence, an R-Square value of 0.455 was found, indicating that these predictor variables can explain 45.5% of the variability in Employee Engagement. Factors beyond the scope of this study influence the remaining 54.5%. Similarly, for the variable of Employee Performance, influenced by Organizational Culture, Emotional Intelligence, and Employee Engagement, an R-squared value of 0.380 was obtained, suggesting that these predictor variables can explain 38% of the variability in Employee Performance. The remaining 62% are affected by other factors not accounted for in this research model.

Table 3. Smart PLS 3.0 Processed Data (2023)

Hypothesis	Hypothesis Statement	T Statistics	P Values	Information
H1	Organizational Culture has a positive influence on Employee Engagement	7,633	0,000	Data supports the hypothesis
H2	Organizational Culture has a positive influence on Employee Performance.	2,362	0,019	Data supports the hypothesis
H3	Emotional Intelligence has a positive influence on Employee Engagement.	4,028	0,000	Data supports the hypothesis
H4	Emotional Intelligence has a positive influence on Employee Performance.	4,554	0,000	Data supports the hypothesis
H5	Employee Engagement has a positive influence on Employee Performance.	3,246	0,001	Data supports the hypothesis

Based on the provided table, it is evident that Organizational Culture positively influences Employee Performance through Employee Engagement, with a coefficient path value of 0.125. The T-Statistics value (2.967) surpasses the T-table value (1.969), and the P-value (0.003) is less than 0.05, leading to the rejection of the null hypothesis (H0) in favor of the alternative hypothesis (H1). This indicates a significant positive effect of Organizational Culture on Employee Performance through Employee Engagement, suggesting that Employee Engagement serves as an intervening variable between Organizational Culture and Employee Performance.

Similarly, Emotional Intelligence positively affects Employee Performance through Employee Engagement, as indicated by a coefficient path value of 0.069. The T-Statistics value (2.237) exceeds the T-table value (1.969), and the P-value (0.026) is less than 0.05, leading to the rejection of the null hypothesis (H0) and acceptance of the alternative hypothesis (H1). This implies a significant positive impact of Emotional Intelligence on Employee Performance through Employee Engagement, suggesting that Employee Engagement acts as an intervening variable between Emotional Intelligence and Employee Performance.

Table 4. Indirect Effect

Path	Coefficient	T Statistics	P Values	Description
Organizational Culture -> Employee Engagement -> Employee Performance	0,125	2,967	0,003	Significant
Emotional Intelligence -> Employee Engagement -> Employee Performance	0,069	2,237	0,026	Significant

Based on the table above, the following conclusions were drawn: The Organizational Culture on Employee Performance through Employee Engagement has a favorable path coefficient value of 0.125. It was also found that the T-Statistics value (2.967) is greater than the T-table

value (1.969), and the P-value (0.003) is less than 0.05. Thus, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted. This means there is a significant positive (direct) effect of Organizational Culture on Employee Performance through Employee Engagement, indicating that Employee Engagement can act as an intervening variable between Organizational Culture and Employee Performance.

Similarly, Emotional Intelligence on Employee Performance through Employee Engagement has a favorable path coefficient value of 0.069. It was also found that the T-Statistics value (2.237) is greater than the T-table value (1.969), and the P-value (0.026) is less than 0.05. Thus, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted. This means there is a significant positive (direct) effect of Emotional Intelligence on Employee Performance through Employee Engagement, indicating that Employee Engagement can act as an intervening variable between Emotional Intelligence and Employee Performance.

Discussion

This study demonstrates a significant positive influence of organizational culture on employee performance. This indicates that higher or better organizational culture values result in higher or improved employee performance. Conversely, if organizational culture values are lower or poor, employee performance will also be lower or diminished. Organizational culture serves as a social unifier among members in achieving company goals by imparting values that must be expressed and implemented by all elements. It also functions as a control over the behavior of everyone involved (Pranitasari et al., 2022). Organizational culture is a system of values and norms embraced collectively by organization members. When employees perceive these values and norms as important and meaningful, and the system holds significant worth, it enables employees to perform their work comfortably, supporting their performance outcomes (Jurfizien et al., 2021). If organizational culture is an important aspect of enhancing performance, it must be well-managed. This is in line with the findings of Paais & Pattiruhu (2020) which show a significant positive influence of organizational culture on employee performance.

Furthermore, this research also shows a significant positive influence of organizational culture on employee engagement. This means that higher or better organizational culture values lead to higher or improved employee engagement. Conversely, if organizational culture values are lower or poor, employee engagement will also be lower or diminished. High employee engagement is highly beneficial to an organization as it influences employee performance, profitability, achievement of organizational targets, and customer satisfaction. Additionally, employee engagement promotes employee retention within the organization. This aligns with the research results of Afrifa JR et al., (2022) which demonstrate a notable positive correlation between clan culture and employee engagement. A supportive culture within an organization signifies a favorable trust dynamic between the company and its employees, potentially elevating employee engagement to a heightened degree.

The next finding of this study is a significant positive influence of Emotional Intelligence on Employee Engagement. This means that higher or better Emotional Intelligence values result in higher or improved Employee Engagement. Conversely, if Emotional Intelligence values are lower or poor, Employee Engagement will also be lower or diminished. Many factors influence employee engagement, and one of them is an individual's intelligence in controlling their own emotions and dealing with others. In line with Irawan & Bagyo (2022), it is stated that employees with better emotional intelligence tend to be more skilled in quickly calming themselves down when they have a higher level of emotional intelligence. Those who have good emotional control and stability will be able to face difficulties objectively, enjoy a stable,

calm life, and constantly feel happy. This emotional state will make employees more interested in performing better and improving their performance. Therefore, the higher an employee's emotional intelligence, the higher their level of employee engagement, and vice versa. This is consistent with the findings of Selvi & Aiswarya (2023) who found a strong correlation between job engagement and emotional intelligence.

The comparison between the P-values of H4 and H7 reveals a tendency that suggests when employees engage excessively in their work, their intelligence in producing better performance may decline. This could be due to cognitive overload or burnout, which warrants further investigation. Study by Gardner, Marchand, and Bélanger (2021) explore how excessive engagement in work tasks, often driven by high intelligence among employees, can lead to diminishing returns in job performance. They argue that while initial engagement and intelligence can positively influence performance, there exists a threshold beyond which excessive engagement (manifested as workaholicism) can reduce effectiveness due to cognitive overload or diminishing marginal returns. This finding highlights the nuanced relationship between intelligence, work engagement, and job performance in organizational settings. Highly intelligent employees can experience decreased performance when overly engaged in tasks due to several factors. One primary reason is mental fatigue, which occurs when continuous engagement in challenging tasks exceeds their mental capacity, leading to diminished cognitive function and productivity. When intelligent employees invest substantial cognitive resources over extended periods, they may experience mental exhaustion, reducing their effectiveness and performance (Gendolla et al., 2017).

The passage indicates a significant positive correlation between emotional intelligence and employee performance. It suggests that higher levels of emotional intelligence are associated with enhanced employee performance, while lower levels of emotional intelligence are linked to decreased performance. This finding is consistent with a study by Duong & Nguyen (2023) which shows that emotional intelligence affects employee performance. Overall, emotional intelligence is described as a unique combination of emotions, thoughts, and behaviors that impact employee performance.

The recent discovery indicates a significant positive correlation between employee engagement and employee performance. This implies that higher levels of employee engagement are associated with enhanced employee performance, while lower levels of engagement lead to decreased performance. This finding aligns with the research conducted by Bale & Pillay (2021) which demonstrates a relationship between employee engagement and performance, highlighting the negative impact of low employee engagement. Engaged employees are individuals who harbor a deep sense of commitment and enthusiasm for both their tasks and the organization. Research from Soelton et al., (2020) shows a form of commitment that arises not only like passive loyalty but also involves an active relationship with work organizations that have the goal of making every effort for organizational success. This shows a high organizational commitment, and will increase work engagement in the organization. Employee engagement entails the eagerness and capability to actively contribute to the company's prosperity, with employees demonstrating a readiness to exert additional effort, tap into their complete potential, and, when required, put in extra hours of work.

Researching employee performance can provide an overview of both quantitative and qualitative aspects of assessing the current state of employee performance. By understanding the current state of employee performance, companies can take the necessary steps to improve it. Research on employee performance can also help companies identify factors that influence employee performance, such as Organizational Culture, Emotional Intelligence, and Employee

Engagement, among others. By identifying these influencing factors, companies can implement effective strategies to enhance employee performance. High employee performance has a positive impact on the overall performance of the company. By improving employee performance, companies can increase their competitiveness in the market. Therefore, researching the performance of employees in a financing company can be one of the efforts to enhance employee performance and the competitiveness of the company.

In this case, the researcher aims to understand how the phenomenon occurs in general without differentiating based on specific criteria. Research that aims to gain a general understanding is usually conducted to obtain a broader perspective on a phenomenon. In this context, the researcher does not need to differentiate based on specific criteria, as it would narrow down the scope of the study. Therefore, this research aims to investigate the influence of Organizational Culture and Emotional Intelligence on employee performance, using Employee Engagement as a mediating variable, specifically within companies in the finance sector.

CONCLUSION

Based on the research conducted, several conclusions can be drawn. Firstly, there is a significant positive correlation between Organizational Culture and Employee Engagement. This implies that a higher or better Organizational Culture leads to higher levels of Employee Engagement and vice versa. Secondly, there is a significant positive correlation between Organizational Culture and Employee Performance. This means that a higher or better Organizational Culture results in higher levels of Employee Performance and vice versa. Thirdly, there is a significant positive correlation between Emotional Intelligence and Employee Engagement. This suggests that higher or better Emotional Intelligence leads to higher levels of Employee Engagement and vice versa. Similarly, lower or poorer Emotional Intelligence leads to lower levels of Employee Engagement.

Fourthly, there exists a notable positive correlation between Emotional Intelligence and Employee Performance. This implies that greater or superior Emotional Intelligence corresponds to higher levels of Employee Performance, whereas lesser or inferior Emotional Intelligence is associated with lower levels of Employee Performance. Fifthly, there is a significant positive correlation between Employee Engagement and Employee Performance. This means that higher or better Employee Engagement results in higher levels of Employee Performance, while lower or poorer Employee Engagement leads to lower levels of Employee Performance.

One limitation of this research is that it focuses on the need for companies to pay attention to the organizational culture and emotional intelligence of employees, as these factors play a crucial role in enhancing employee performance within the company. This study has important managerial implications in encouraging and improving employee engagement in the workplace to strive toward the company's goals.

Based on the research findings, it is known that the emotional intelligence indicators presented in the questionnaire were responded to differently by the participants. The respondents' feedback on the research questionnaire indicates that for the indicator of organizational culture, the results were low, indicating that the company provides various formal training programs to support job tasks and encourages employees to attend seminars and similar activities. It is recommended that company leaders prioritize training programs that help improve employees' concentration and absorption. Attending seminars and external activities that promote employee engagement also contribute to increasing individual knowledge and understanding, ultimately enhancing performance, all of which align with the company's aspirations to grow and compete

in diverse markets. Based on the conclusions drawn from the research findings, Organizational Culture Enhancement Training, Emotional Intelligence Development Programs, and Employee Engagement Workshops company can address the identified gaps in organizational culture, emotional intelligence, engagement, and performance highlighted in the research. This proactive approach not only supports individual employee growth but also contributes to overall organizational success and competitiveness in the market.

Based on research findings, it is known that the emotional intelligence indicators reflected in the questionnaire elicit various responses from respondents. From the feedback received regarding the research questionnaire, it can be observed that the organizational culture indicators yielded low results, specifically in the areas of "I have a good understanding of others' emotions" and "I am a self-motivated person." This indicates that the majority of employees have insufficient empathy and low personal motivation, which needs to be addressed. Given this, it is important to enhance self-awareness among employees. Understanding emotions among employees should also be consistently prioritized. Employee performance will be more optimal if employees can manage their emotions effectively without disrupting their tasks. Additionally, the company should provide motivational support to its employees.

Based on research findings, it is known that the work engagement indicators reflected in the questionnaire elicit various responses from respondents. From the feedback received regarding the research questionnaire, it can be observed that the work engagement indicators yielded low results, specifically in the areas of "I can continuously work for very long periods" and "I am enthusiastic about my job." This indicates that the level of dedication among employees still needs attention and improvement for the progress of the company.

Based on research findings, it is known that the employee performance indicators reflected in the questionnaire elicit various responses from respondents. From the feedback received regarding the research questionnaire, it can be observed that the employee performance indicators yielded low results, specifically in the areas of "I take on extra responsibilities" and "I make an effort to update my knowledge about my job." This indicates a lack of responsibility among employees in striving to achieve the best results.

Research Contributions. The contribution of this research is as follows:

Theoretical contributions. Based on both the theory and empirical findings, this research makes several key theoretical contributions to the fields of organizational culture, emotional intelligence, and employee performance. The study underscores the critical role of organizational culture in shaping employee performance. This study fills gaps in the literature by providing empirical evidence on the interconnectedness of organizational culture, emotional intelligence, and employee performance, particularly within the context of a multi finance company. It suggests areas for future research, such as expanding the scope to include more diverse industries and additional variables that might influence these relationships.

Practical contributions. To provide practical insights into fostering a balanced and supportive work environment that enhances employee performance, consider the following strategies: promote a positive organizational culture, develop emotional intelligence (such as self-awareness, empathy, and effective communication), enhance employee engagement (recognition and rewards), foster open communication, focus on well-being, encourage team collaboration, supportive leadership, and monitor (conduct regular surveys and assessments).

Limitations. The limitations of this research highlight the importance of companies focusing on their employees' organizational culture and emotional intelligence. By maintaining and enhancing these factors, companies can consistently improve employee performance. This

study's limitations include the use of a sample population from a single financing company in Jakarta. Future research could expand the scope to include financing companies across Indonesia and explore additional variables related to this study. The findings also suggest several managerial implications essential for boosting employee engagement, which in turn would help achieve the company's objectives.

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