

# The Influence Of Competence And Emotional Intelligence On Employee Performance Through Organizational Culture As An Intervening Variable In The Social Service Of North Sumatra Province

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## **Abstract**

This study aims to determine whether Competence and Emotional Intelligence affect Performance through Organizational Culture as an intervening variable in the Office of Social Services of North Sumatra Province employees. The research was conducted on permanent employees (PNS) at the Office of Social Services of North Sumatra Province. The population in this study was 84 people. Due to the small population, the sampling technique in this study was a saturated sample with a sample size of 84 people. The data collection techniques used are primary data in the form of questionnaires and secondary data obtained through documentation studies. The data analysis technique uses quantitative data processed with the SPSS version 25 program, namely the t-test, Sobel test, and path analysis. The results obtained in this study indicate 1) there is a positive and significant influence between Competence on Organizational Culture, 2) there is a positive and significant influence between Emotional Intelligence on Organizational Culture, 3) there is a positive and significant influence between Competency variables on Performance, 4) there is a positive and significant influence between Emotional Intelligence on Performance, 5) there is a positive and significant influence between Organizational Culture on Performance, 6) There is an influence between Competence on Performance through Organizational Culture as an intervening variable, 7). There is an influence between Emotional Intelligence and Performance through Organizational Culture as an intervening variable.

**Keywords:** *Competence, Emotional Intelligence, Performance, Organizational Culture, Employee Performance, Workplace Culture*

## **INTRODUCTION**

Human resources (HR) plays a vital role in achieving company goals. HR management requires an understanding of human behavior. Employee performance can be used as a measuring tool for a company's success. In supporting the success of a company in carrying out its operational activities, one of the things that need to be considered is how the management of a company manages human resources, in this case, employees, to be able to remain consistent in producing performance by company procedures, Sanjaya and Saputra (2020). and supervisory skills. Improving the quality of HR affects individual performance and cooperation between employees. Employee performance can be used as a measuring tool for a company's success. In supporting the success of a company in carrying out its operational activities, one of the things that need to be considered is how the management of a company manages human resources, in this case, employees, to be able to remain consistent in producing performance by company procedures, Sanjaya and Saputra (2020).

Two factors affect performance: Competence and Emotional Intelligence. Therefore, efforts are made to foster subordinate human resources (HR) to increase employee performance. Competence relates to values, standards, and a person's outlook on life, which is the basis for essential personality aspects in performing basic and responsible tasks.

Good competence will support and affect the performance of each employee both directly and indirectly. Directly, namely by increasing salaries, giving bonuses, and providing family allowances and bonuses. Indirectly, it can be done by giving promotion opportunities to employees who perform well. Employees with high commitment are expected to pay attention to optimal performance. Commitment includes acceptance and belief in the values and goals of the organization, feelings, involvement, and a sense of loyalty to the organization. In supporting the success of the Social Service of North Sumatra Province, the role of employees is a vital asset. Emotional Intelligence must also be improved to improve employee performance so employees can work well in teams. On the other hand, organizational culture has been created, such as professionalism, work discipline, and tenacity, but it still needs to be improved and transmitted to other employees. With a strong Organizational Culture, Competencies will arise, ultimately increasing work productivity; there is also a Competency

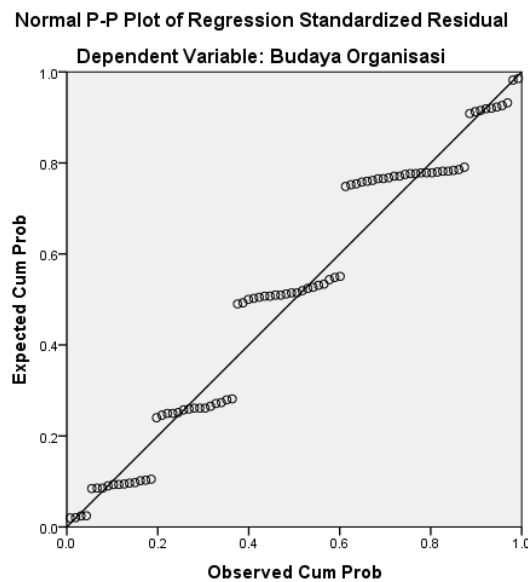
problem in that there is still low employee commitment to the organization. Researchers are interested in researching the Social Service of North Sumatra Province with the title, "The Effect of Competence and Emotional Intelligence on Employee Performance Through Organizational Culture as an Intervening Variable at the Social Service of North Sumatra Province."

## Methods

This study uses an associative approach. An associative approach is one in which the two variables (independent variable and dependent variable) are found to have a relationship or influence. In this study, the independent variable X1 is Competence, X2 is Emotional Intelligence, Z is Organizational Culture, and the dependent variable Y is Performance.

## NORMALITY TEST

The data normality test used in this study was carried out using the normality plot test by looking at the P-plot graph. The basis for decision-making is that if the data spreads around the diagonal and follows the direction of the diagonal line, the path model fulfills the normality assumption. The results of the normality test carried out are shown in the following figure.



Looking at the standard plot graph above, it can be concluded that the data spreads around the diagonal line and follows the direction of the diagonal line. This shows that the residual data is usually distributed.

## MULTICOLLINEARITY TEST

The results of multicollinearity testing show that the VIF and tolerance values are as follows: The Competency variable (X1) has a VIF value of 1.014 and a tolerance of 0.986. The Emotional Intelligence variable (X 2) has a VIF value of 1.013 and a tolerance of 0.987. The Organizational Culture variable has a VIF value of 1.002 and a tolerance of 0.998. From these provisions, if the VIF value is 10 and tolerance is 0.10, there are no symptoms of multicollinearity. The values obtained from the calculation are based on the provisions of the VIF and tolerance values; it can be concluded that the independent variables do not occur in multicollinearity, so the model has met the requirements of classical assumptions in regression analysis.

### Coefficients

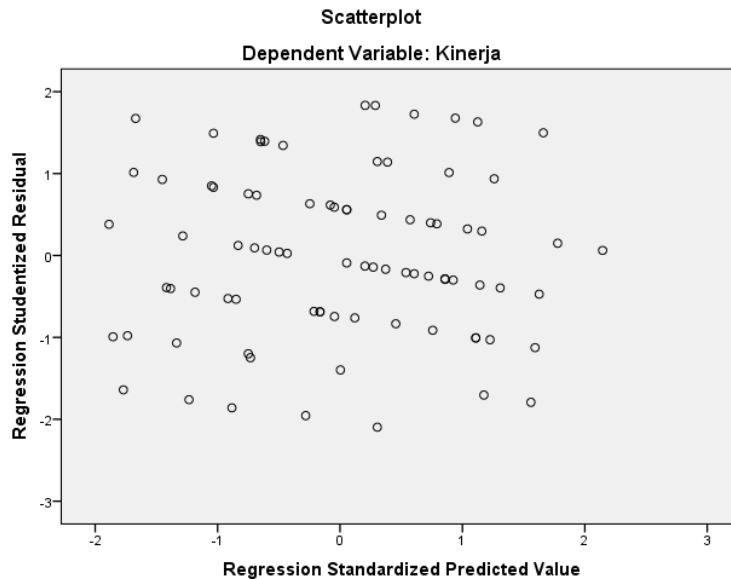
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	15.034	.306		49.073	.000		
Competence	.035	.010	.355	3.398	.001	.987	1.013
Emotional Intelligence	.029	.010	.194	2.903	.036	.987	1.013

a. Dependent Variable: Organizational Culture

Source: Primary Data Processed, 2024

## HETEROSCEDASTICITY TEST

The scatterplot graph in the figure above shows that the points are spread randomly above and below the number 0 on the Y-axis and do not form a specific regular pattern. Thus, it can be concluded that the regression model is not heteroscedastic. Overall, the regression model meets the requirements of the classical assumption test.



## DIRECT INFLUENCE

Competition - performance 0.656

Emotional intelligence -performance 0.176

## INDIRECT EFFECT

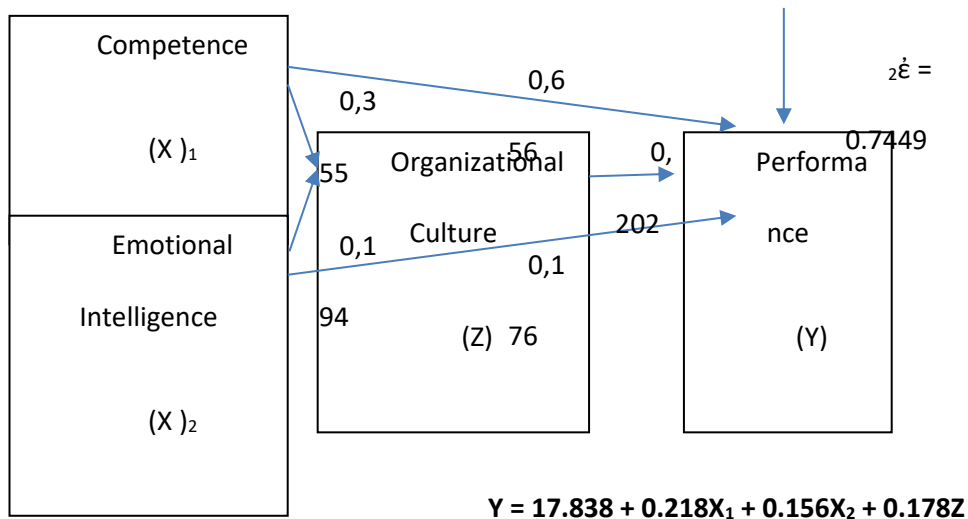
COMPETITION - PERFORMANCE  $0.355 \times 0.202 = 0.071$

EMOTIONAL INTELLIGENCE - PERFORMANCE  $0.194 \times 0.202 = 0.039$

## TOTAL EFFECT

COMPETITION - PERFORMANCE 0.727

EMOTIONAL INTELLIGENCE - PERFORMANCE 0.215



## DISCUSSION

### The Effect of Competence on Organizational Culture

The Competency variable has a regression coefficient value of 0.035, indicating that if Competence increases by 100%, it will increase Organizational Culture by 3.5%.

### The Effect of Emotional Intelligence on Organizational Culture

The Emotional Intelligence variable has a regression coefficient value of 0.029, indicating that if Emotional Intelligence increases by 100%, it will increase Organizational Culture by 2.9%.

### Effect of Competence on Performance

The Competency variable has a regression coefficient value of 0.218, indicating that if Competence increases by 100%, it will increase Performance by 21.8%.

### Effect of Emotional Intelligence on Performance

The Emotional Intelligence variable has a regression coefficient value of 0.156, indicating that if Emotional Intelligence increases by 100%, it will increase Performance by 15.6%.

### Effect of Organizational Culture on Performance

The Organizational Culture variable has a regression coefficient value of 0.178, indicating that if it increases by 100%, it will increase Performance by 17.8%.

### The Effect of Competence on Performance through Organizational Culture

Based on the results of the soil test calculation, it is known that the test statistic value is 2.962 > 1.96 with a significant value of 0.003 < 0.05; it can be concluded that the Organizational Culture variable can mediate the relationship between the influence of Competence on Performance.

### **The Effect of Emotional Intelligence on Performance through Culture**

Based on the results of the soil test calculation, it is known that the test statistic value is  $2.571 > 1.96$  with a significant value of  $0.010 < 0.05$ ; it can be concluded that the Organizational Culture variable can mediate the relationship between the influence of Emotional Intelligence on Performance.

### **Conclusion**

Based on the results of research and discussion conducted by researchers regarding the effect of Competence and Emotional Intelligence on employee performance at the North Sumatra Provincial Social Service Office through Organizational Culture as an intervening variable, the following conclusions can be drawn:

1. Competence affects Organizational Culture at the Social Service of North Sumatra Province.
2. Emotional Intelligence affects Organizational Culture at the Social Service of North Sumatra Province.
3. Competence affects performance in the Social Service of North Sumatra Province.
4. Emotional Intelligence affects performance at the Social Service of North Sumatra Province.
5. Organizational culture affects performance at the Social Service of North Sumatra Province.
6. Competence affects performance at the Social Service of North Sumatra Province through Organizational Culture as an intervening variable.

**Emotional intelligence affects performance at the social service of north sumatra province through organizational culture as an intervening variable.**

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