

# The Effect of Organizational Culture and Emotional Intelligence on Employee Performance of Bri Bank Kalimalang Branch Office through Job Satisfaction

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## ABSTRACT

This study aims to: 1) analyze the influence of organizational culture and emotional intelligence on job satisfaction, 2) analyze the influence of organizational culture and emotional intelligence on employee performance, 3) analyze the effect of job satisfaction on employee performance, 4) analyze the influence of organizational culture and emotional intelligence on employee performance through job satisfaction. The study was conducted at BRI KC Kalimalang with a sample of 75 employees. The sampling technique used the purposive sampling technique. The data analysis method used descriptive analysis and path analysis. The results showed that: 1) there was an influence of organizational culture and emotional intelligence on job satisfaction, 2) there was an influence of organizational culture and emotional intelligence on employee performance, 3) there was an influence of job satisfaction on employee performance, 4) there was an influence of organizational culture and emotional intelligence on employee performance through job satisfaction.

**Keywords:** organizational culture, emotional intelligence, job satisfaction, employee performance

## I. INTRODUCTION

Banking is one of the facilities with a strategic role in harmonizing and balancing development. The primary function of the bank causes this strategic role as a vehicle that can collect and distribute public funds effectively and efficiently following Law Number 7 of 1992 concerning "Banking" is everything related to banks, including institutions, business activities, as well as ways and processes in carrying out its

business activities. Competition in banking services in this competitive era requires every banking company to improve its products and services to exist and survive.

Bank Rakyat Indonesia (BRI), known as BRI, is one of the leading banks in Indonesia, which has spread throughout Indonesia and has an extensive work unit, reaching remote corners of the archipelago, so the bank has made a significant contribution to revenue and income. the welfare of the Indonesian people, especially the small community. The development of banking in Jakarta is relatively rapid, marked by the number of banks operating and located close to each other, both state and private banks, one of which is Bank BRI Kalimalang Branch Office or starting now abbreviated as Bank BRI Kalimalang branch office.

Bank BRI Kalimalang branch office has abundant employees, thus requiring an organization to think about how to utilize and optimize employee performance. This is because employees are one of the critical assets needed by organizations to carry out work processes. The problem then arises on how to produce employees who have optimal performance. Optimal employee performance is one of the organizational goals to achieve high work productivity. In the face of globalization, the success or failure of the company in achieving its goals is very dependent on the ability of workers to carry out the tasks given by the company because workers are the driving force of the mechanism process in a company as expected; therefore workers as a subject or actor must have good ability. For example, BRI employees at the Kalimalang branch office have various tasks and responsibilities with varying degrees of difficulty in their work, the problems they face in the field, and the workers' work areas.

For example, workers, especially AO (Account Officer) and Mantri at BRI Unit, this section which handles credit, can be seen that at the end of the month, the majority of the delay processing credit requests because they choose to focus on collection, so they do not increase the amount of credit disbursement. Alternatively, after meeting the disbursement target, they are no longer active in serving or looking for customers. Therefore, the KUR quota provided by the government can be distributed more quickly to those in need. Workers do this for various reasons, such as wanting to relax, having free time, and others. This is one of the organizational cultures at the BRI bank Kalimalang branch office. This culture is only concerned with the target alone and does not apply the BRI bank motto, namely "Serving with Sincerity."

Selaras dengan yang dikatakan oleh menurut Syadam (2005), bahwa dalam melakukan At work, workers do or do not do not only driven by ratio factors (thoughts), but also sometimes influenced by emotional factors (feelings). These emotions are related to emotional intelligence. Based on field observations, the reality shows that several BRI bank employees in the Kalimalang branch office are often less able to handle emotional problems at work, and relationship problems between employees are unsatisfactory, thus disrupting employee performance. These problems should not occur if employees have the competence or ability of emotional intelligence at work. Emotional intelligence is needed to assist employees in doing work with good results. The better and higher the intelligence of the employee, the better the employee's ability to work to serve BRI bank customers at the Kalimalang branch office. The job satisfaction factor is an internal factor for each BRI bank employee at the Kalimalang branch office. Job satisfaction will not be achieved if the BRI Bank Kalimalang branch office does not provide direction to employees, both employees who have worked for a long time and employees who have just entered work. The formation of this behavior can be done by introducing organizational culture to employees to work following the organization's values and goals so that employees can create optimal performance results. Thus, variables such as organizational culture, emotional intelligence, and job satisfaction have a relationship that affects the performance of BRI bank employees at the Kalimalang branch office.

The achievement of organizational goals is very dependent on the good and bad performance of employees. The company must be able to pay

attention to employees and direct and motivate them to improve employee performance. On the one hand, companies must be able to improve the performance of their employees. On the other hand, employees are human beings who have differences in attitudes, behavior, motivation, education, abilities, and experiences between one individual and. The existence of these differences causes each individual who carries out activities in an organization to have each different. The company's performance will be determined mainly by the elements of its work. Therefore, in measuring the performance of an organization, it should be measured in the appearance of the work of its workers. The success or failure of an agency in achieving its goals is very dependent on the ability of human resources to carry out the tasks given. Therefore, all things that include human resources must be an essential concern for leaders so that workers have high work performance to achieve organizational goals effectively and efficiently (Dharma, 2001).

The factor that can affect employee performance is organizational culture. A good organizational culture will create an excellent working atmosphere in the company environment. Organizational culture is a norm or value adopted by an organization to achieve company goals. Organizational culture can be realized among fellow employees through good communication. This communication will provide information on what and how all employees can understand a company's norms and values. Although all organizations have a culture, not all cultures have the same effect on employees. A strong culture, seen in organizations where fundamental values are firmly held and widely followed, thus has a more significant influence on employees than a weak culture. The greater the involvement of employees with those values, the stronger the culture will be.

Specifically, the role of organizational culture is to help create a sense of belonging to the organization, to create an emotional attachment between the organization and the employees involved in it, to help create organizational stability as a social system, and to find patterns of behavioral guidelines as a result of habitual norms that are formed in everyday life.

Another factor that can affect employee performance is emotional intelligence. Emotional intelligence is a person's ability to recognize one's own emotions, manage emotions, motivate oneself, recognize other people's emotions (empathy), and the ability to build relationships (cooperation) with others. Emotional intelligence is also required to be used in task situations requiring a level of

knowledge and skills usually based on experience. With better emotional management, it will be able to minimize the obstacles faced by employees in completing their work. Internal factors, especially from psychology and employee behavior, are emotional intelligence (Mamangkey et al., 2018). To improve employee performance, the influencing factor is that employees must have high emotional intelligence, employees are motivated to work with the hope of bringing better conditions that are able to influence the thoughts and actions of employees in meeting the needs of life and to get self-satisfaction (Sukmawati and Gani, 2014). With good emotional intelligence, employees can complete tasks according to the provisions targeted by the company. This is supported by Indriyani's research (2018), explaining that emotional intelligence significantly influences employee performance. It can be interpreted that if emotional intelligence increases, then employee performance will be high. Emotion is a distinctive feeling and way of thinking, a biological and psychological condition, and a set of tendencies to do work. Emotions are included in the intelligence aspect of an employee, which has an impact on bringing a role to employee performance. Emotional intelligence can determine the potential to perform a skill that affects the performance of an employee (Goleman et al., 2005). Emotional intelligence can also affect employee job satisfaction. Aghdasi et al. (2011) stated that emotional intelligence is a solution to increase an employee's job satisfaction. Previous research resulted in a positive and significant relationship between emotional intelligence and employee performance by Indriyani (2018), Nurliani et al. (2019), and Mamangkey et al. (2018). However, Yani and Istiqomah's (2016) research explains the insignificant effect of emotional intelligence on employee performance.

Job satisfaction also has a close relationship with organizational commitment. Job satisfaction is the first aspect achieved before an employee has an organizational commitment. According to Gunlu et al. (2010), job satisfaction significantly influences organizational commitment. Employee job satisfaction itself is an essential element in determining the success of an organization. The quality of human resources will be fulfilled if job satisfaction as an element that affects performance can be created perfectly. So that employee satisfaction is always consistent. At least the company always pays attention to the environment in which employees carry out their duties, for example, colleagues, leaders, work atmosphere, and other things that can affect a

person's ability to carry out their duties. Thus, job satisfaction influences employee performance in an organization and the influence of organizational culture and emotional intelligence. Without a sense of satisfaction in receiving and conveying something, it is impossible for the activities that will or have been undertaken will never reach the maximum level. Job satisfaction plays a central role in the process of supporting employee performance. Job satisfaction such as salary, promotion, job safety and security, working conditions, job autonomy, relationships with coworkers, and relationships with superiors is the result of promotion opportunities in the organization.

Departing from the problems related to the results of previous research, organizational culture influences the behavior of its members. Arifin (2014) states that organizational culture only has a positive and insignificant effect on job satisfaction, but job satisfaction significantly impacts employee performance. Gunaraja (2014), Yuana and Lee (2011) that organizational culture is a binder that combines several people part of the corporate culture to hold strong values and beliefs to help employees understand what is happening in the organization is the effect on personal performance and organizational focus is evaluated. So organizational culture has a significant effect on employee performance. Research on the effect of emotional intelligence on job satisfaction and performance has mixed results. Although most studies state that emotional intelligence has a significant relationship to job satisfaction and performance, some studies state that emotional intelligence is not significantly related to job satisfaction. One of them is the results of research by Carmeli (2003) which indicates that emotional intelligence increases positive work attitudes, humble behavior and work results and moderates the effect of family-work conflict on career commitment but has no effect on job satisfaction. The existence of contradictory results in this study provides an opportunity for further research to be carried out on the influence of organizational culture, emotional intelligence, and job satisfaction on employee performance so that clarity on these influences can be obtained.

## II. LITERATURE REVIEW

### Organizational Culture

An organization is an association between two or more people who work together to achieve a predetermined goal. The milestone of the organization's success lies in its management, who has broad insight. However, without employees and

superiors who practice a brilliant organizational culture, it will hinder efforts to achieve organizational goals. The problem of culture in organizations (organizational culture) has become the focus of public attention, as can be seen in much literature that discusses this topic. This interest in organizational culture is because organizational culture is believed to determine the progress or decline of a company's business. According to Furqon (2000:3), organizational culture is a set of behaviors, feelings and psychological frameworks deeply internalized and shared by members of the organization. Meanwhile, according to Robbins (2002: 247), organizational culture is a shared perception held by members of the organization or called a system of togetherness meaning. According to Sobirin (2007:132), organizational culture is a pattern of basic assumptions shared by a group of people after they previously learned and believed in the truth of the pattern of assumptions as a way to solve various problems related to external adaptation and internal integration, so that the pattern of these basic assumptions need to be taught to new members as the correct way to perceive, think and express their feelings concerning organizational problems.

Meanwhile, according to Eugene McKenna and Nic Beech (2000: 78), organizational culture is included in 5 indicators, namely:

- 1) Philosophy, there are policies related to the organization's belief in treating customers and employees
- 2) Values: There are core values shared by all organization members, for example, high product quality, low absenteeism, and high efficiency.
- 3) Norms and various standards of behavior exist, including guidelines on how far a job should be done to develop initiatives, ideas, and a sense of identity for employees.
- 4) There are strict guidelines associated with organizational progress in the game's rules.
- 5) Typical behavior, the regularity of how the members act, seems to be observed. For example, when organizational members interact with other members, they may use a particular common language, terms, or rituals.

### **Emotional Intelligence**

Salovey and Mayer (1990) define emotional intelligence as the ability to monitor and distinguish the feelings and emotions of a person and others, where the information is used to guide one's thoughts and actions. Meanwhile, according to Goleman (2007), emotional intelligence is the

capacity to recognize the feelings of oneself and others, motivate oneself, and manage emotions well in oneself and relationships with others. For example, someone who is good at adjusting to other people's moods or can empathize will have an excellent emotional level and adjust to his environment more easily. For example, a person can put his emotions in the right portion, have satisfaction, and set the mood with good emotional intelligence.

Salovey and Mayer in Goleman (2000) explain that emotional intelligence is the ability to recognize feelings, reach and evoke feelings to help thoughts, understand feelings and their meanings, and control feelings sincerely to help emotional and intellectual development. Cooper and Sawaf (1999) also say that emotional intelligence is the ability to feel, understand and selectively apply the power and sensitivity of emotions as a source of human energy and influence. On the other hand, Robbins and Judge (2008) explain that emotional intelligence is a person's ability to detect and manage emotional cues and information.

Goleman (2007) mentions five aspects of emotional intelligence as follows:

- 1) Recognizing emotions. Recognizing one's own emotions is the ability to recognize feelings as they occur. This ability is the basis of emotional intelligence known as meta mood, namely one's awareness of one's own emotions.
- 2) Manage emotions. Managing emotions is an individual's ability to handle feelings to get them out properly to achieve balance within oneself. This ability is the ability to comfort oneself, to let go of anxiety, moodiness, or irritation and the consequences it causes and the ability to rise from a bad situation.
- 3) Motivate Yourself. Self-control or refraining from complacency and controlling impulses are the cornerstones of success. One must have the motivation and positive feelings within.
- 4) Empathy. The ability to recognize other people or care indicates one's ability to empathize. For example, individuals who can empathize can catch social signals that indicate everything that other people need so that they can accept other people's points of view and are sensitive to the feelings of others.
- 5) Social Skills. The ability to build relationships is a skill that supports popularity, leadership, and success. Communication skills are essential skills in successful relationship building.



### Employee Performance

The word performance is a translation of the English word Performance, which has the meaning of doing, the results, or the level of success in carrying out tasks. According to Hersey and Blanchard, as quoted by Veithzal and Basri in their book "Performance Appraisal" (2006:88), performance is a function of leadership and ability.

To complete a task or job, a person must have a certain degree of willingness and ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what and how to do it. Robbin (2006: 94) argues that performance is a function of the interaction between ability (ability = A), leadership (motivation = M), and opportunity (opportunity = O). This means that performance is a function of ability, leadership, and job opportunities =  $f(A, M, O)$ . Thus, the performance is determined by ability, leadership, and opportunity factors.

Furthermore, the aspects of work standards and performance according to Hasibuan (2003:56) include: 1) Work performance, 2) Loyalty, 3) Responsibility, 4) Obedience, 5) Honesty, 6) Cooperation, 7) Initiative, 8) Leadership, these aspects are used as indicators of this research, namely aspects of work performance, loyalty, responsibility, obedience, honesty, cooperation, initiative and leadership style.

### Job Satisfaction

Job satisfaction is individual, and each individual has a different level of satisfaction according to the value system that applies to him. The higher the activity's assessment felt following the individual's wishes, the higher the satisfaction with the activity. Job satisfaction affects employee discipline, meaning that if satisfaction is obtained from work, then employee discipline is good. Conversely, if job satisfaction is not achieved at work, employee discipline is low.

According to Suwatno (2001: 187), job satisfaction is a pleasant psychological condition that an employee feels that is subjective and highly dependent on the individual concerned and his work environment. Job satisfaction is a multifaceted concept (with many dimensions). It can include attitudes or refers to the part of a person's work. Meanwhile, according to Keither and Kinicki (2005:271), job satisfaction is the effectiveness or emotional response to various aspects of work. This definition means that a person's job satisfaction can be relatively satisfied with one aspect of his job or dissatisfied with one or more other aspects.

According to Veithzal (2006:479), theoretically, the factors that can affect job satisfaction are numerous, such as leadership style, work productivity, behavior, locus of control, fulfillment of salary expectations, and work effectiveness. The factors that are usually used to measure an employee's job satisfaction are as follows: 1) The content of the work, the appearance of the actual job duties and control over the work, 2) Supervision, 3) Organization and management, 4) Opportunity to advance, 5) Salary and other financial benefits such as incentives, 6) Colleagues and 7) Working conditions.

## III. RESEARCH METHODS

### Research Design

This research is explanatory through hypothesis testing to test the causal relationship between organizational culture, emotional intelligence, performance, and job satisfaction. The data used in this study is primary data from surveying by distributing questionnaires to employees of Bank BRI's Kalimalang branch office. The data analysis method used is the descriptive analysis method and path analysis. Descriptive analysis is used to describe each respondent's statement based on each indicator in each of the variables studied. In contrast, path analysis tests hypotheses to obtain a direct or indirect causal relationship between organizational culture, emotional intelligence, performance, and job satisfaction.

### Population and Sample

The population in this study was all Bank BRI Kalimalang branch office employees. According to Sugiyono (2019:55), the population is a generalization area consisting of objects/subjects that have specific quantities and characteristics determined by researchers to be studied and then drawn conclusions, while according to Margono (2004:118), are all data that are of concern we are in scope and time that we specify. In this study, the population used is a limited population with transparent quantitative data sources so that the number can be counted. The research was conducted at the Bank BRI Kalimalang branch office with data from 150 employees.

The sample is part of the number and characteristics possessed by the population or a small part of the population members taken according to specific procedures so that they can represent the population. Samples can be done if the state of the subject in the population is entirely homogeneous. The sample taken from the population must be truly representative or can

represent. According to Sugiyono (2019), the sample is a component of the number and characteristics possessed by a population. The use of samples in research activities is carried out for various reasons and one of the reasons used in this study, according to (Margono 2004:121), is the problem of time constraints. However, conclusions are needed immediately, so sampling research, in this case, is more appropriate. In the study, the research sample was 75 employees. The sampling technique used is purposive sampling with the following criteria:

1) Employees aged 26 years and over

2) Employees with permanent employee status

3) Employees with an average working period of at least two years

4) Employees assigned to work units at the BRI Kalimalang branch office

The determination of employee criteria is intended so that respondents can be trusted and responsible for filling out the questionnaire using a Likert scale. Sampling is carried out on employees of the BRI branch office in Kalimalang. Data analysis method using path analysis.

#### IV. RESEARCH RESULT

Table 1. Hypothesis Test Results

Hip	Variable			Regression Coefficient		
	Exogenous	Mediation	Endogenous	Direct Effect	Indirect Effect	Total
1	Organizational culture	Job satisfaction	-	0,632	-	
	-	Job satisfaction	Employee performance	0,653	-	
	Organizational culture	-	Employee performance	0,352	$0,632 \times 0,653 = 0,413$	
	Organizational culture	Job satisfaction	Employee performance	-	-	$0,352 + 0,413 = 0,765$
2	Emotional intelligence	Job satisfaction	-	0,018	-	
	Emotional intelligence	Job satisfaction	Employee performance	0,653	-	
	Emotional intelligence	-	Employee performance	0,475	$0,018 \times 0,653 = 0,012$	
	Emotional intelligence	Job satisfaction	Employee performance	-	-	$0,475 + 0,012 = 0,487$

The path analysis used consists of two exogenous variables, one mediating variable, and one endogenous variable. The results showed that all the direct, indirect, and total paths had a significant effect ( $\alpha < 0.05$ ). The estimation of the total coefficient of organizational culture standards on employee performance through job satisfaction is 0.765, more significant than the estimated coefficient of emotional intelligence standards on job satisfaction, 0.487. The estimated coefficient of the indirect influence of organizational culture on employee performance through job satisfaction is 0.413, more significant than the direct influence of

organizational culture on employee performance of 0.352.

##### 1) First Hypothesis

The first hypothesis shows that organizational culture and emotional intelligence have a positive and significant effect on the job satisfaction of Bank BRI Kc Kalimalang employees. Thus, the results of this study prove that there is a simultaneous causal relationship between organizational culture and emotional intelligence with job satisfaction of Bank BRI KC Kalimalang employees.

## 2) Second Hypothesis

The second hypothesis shows that organizational culture and emotional intelligence have a positive and significant effect on the employee's performance of Bank BRI KC Kalimalang. Thus, the results of this study prove that there is a simultaneous causal relationship between organizational culture and emotional intelligence with the employee performance of Bank BRI KC Kalimalang.

## 3) Third Hypothesis

The third hypothesis shows that job satisfaction has a positive and significant effect on the performance of Bank BRI KC Kalimalang employees. Thus, the results of this study prove that there is a partial causal relationship between job satisfaction and employee performance at Bank BRI KC Kalimalang.

## 4) Fourth Hypothesis

The fourth hypothesis shows that organizational culture, emotional intelligence, and job satisfaction have a positive and significant impact on the performance of Bank BRI KC Kalimalang employees. Thus, the results of this study prove that there is a simultaneous causal relationship between organizational culture, emotional intelligence, and job satisfaction on the employee performance of Bank BRI KC Kalimalang.

## V. DISCUSSION

### 1. The Influence of Organizational Culture and Emotional Intelligence on Job Satisfaction

The results showed that organizational culture supports increasing job satisfaction of Bank BRI KC Kalimalang employees. Furthermore, it is said that job satisfaction is supported by organizational culture through individual orientation indicators. The results of this study are in line with research conducted by Ceylon (2016), which says that organizational culture supports increasing job satisfaction.

The results showed that emotional intelligence supports increasing job satisfaction of Bank BRI KC Kalimalang employees. Furthermore, it is said that job satisfaction is supported by emotional intelligence through indicators of recognizing emotions. The results of this study are in line with research conducted by Ceylon (2016), which says that emotional intelligence supports increasing job satisfaction.

### 2. The Influence of Organizational Culture and Emotional Intelligence on Employee Performance

The study results indicate that organizational culture supports the improvement of employee performance at Bank BRI KC Kalimalang. Furthermore, it is said that employee performance is supported by organizational culture through individual orientation indicators. The results of this study are in line with research conducted by Marga (2016), which says that organizational culture supports improving employee performance.

The results showed that emotional intelligence supports the improvement of the performance of Bank BRI KC Kalimalang employees. Furthermore, it is said that emotional intelligence supports employee performance through indicators of recognizing emotions. The results of this study are in line with research conducted by Marga (2016), which says that emotional intelligence supports improving employee performance.

### 3. The Effect of Job Satisfaction on Employee Performance

The study results indicate that job satisfaction supports the improvement of employee performance at Bank BRI KC Kalimalang. Furthermore, it is said that employee performance is supported by job satisfaction through supportive coworkers indicators. The results of this study are in line with research conducted by Taurisa and Ratnawati (2012), which says that job satisfaction supports increasing employee performance.

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

The study results indicate that organizational culture supports the improvement of employee performance at Bank BRI KC Kalimalang. Furthermore, it is said that employee performance is supported by organizational culture through individual orientation indicators. The results of this study are in line with research conducted by Marga (2016), which says that organizational culture supports improving employee performance.

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## VI. CONCLUSION

Based on the results of research on the influence of organizational culture and emotional intelligence on employee performance through job satisfaction, it can be concluded as follows:

### a. Organizational Culture and Emotional Intelligence on Job Satisfaction

The study's findings indicate that organizational culture and emotional intelligence encourage increased job satisfaction. The job satisfaction assessment follows challenging work, appropriate rewards, supportive working conditions, supportive coworkers, and personality fit with work.

### b. Organizational Culture and Emotional Intelligence on Employee Performance.

The research findings show that organizational culture and emotional intelligence encourage employee performance improvement. This means that employees can participate and cooperate, initiative initiatives, punctuality, quality of work, and good communication in carrying out their work so that employees feel comfortable, which will improve the performance of BRI Bank KC Kalimalang employees.

### c. Job Satisfaction on Employee Performance

The study's findings indicate that job satisfaction of BRI KC Kalimalang employees is carried out by providing an assessment of job satisfaction that is carried out according to a challenging job, appropriate rewards, supportive working conditions, supportive coworkers, and personality compatibility with work. Job satisfaction is individual, each individual has a different level of satisfaction according to the value system that applies to him so that employees feel comfortable and create a conducive work situation, and employees of BRI KC Kalimalang can work well together to achieve the best performance.

### d. Organizational Culture and Emotional Intelligence on Employee Performance Through Job Satisfaction

The study's findings indicate that organizational culture with indicators of innovation and risk-

taking, attention to detail results in orientation, individual orientation, and team orientation. Indicators that significantly contribute to the formation of organizational culture variables are resulting orientation indicators. This organizational culture encourages employees to continue developing themselves to get optimal results in completing work. In addition, the company gives awards to employees who can show work performance. Directly affect the performance of BRI KC Kalimalang employees through job satisfaction. Likewise, the research findings on emotional intelligence show that the indicators are recognizing one's own emotions, managing emotions, motivating oneself, recognizing other people's emotions (empathy), and the ability to build relationships (cooperation) with others. Indicators that significantly contribute to the formation of emotional intelligence variables are indicators of recognizing emotions. Namely, the organization encourages employees to be able to recognize their own emotions, and each employee has strengths and weaknesses in him. The indicator of recognizing emotions that provide the greatest support directly influences the performance of BRI KC Kalimalang employees through job satisfaction.

This means that the variable job satisfaction is an intervening variable between organizational culture and emotional intelligence on the performance of BRI KC Kalimalang employees. Moreover, the direct influence of organizational culture through results orientation, namely organizational culture, encourages employees to continue to develop themselves to get optimal results in completing work. In addition, the company gives awards to employees who can show work performance and the direct influence of emotional intelligence through recognizing emotions. Namely, the organization encourages employees to be able to recognize their own emotions. Each employee has advantages and disadvantages, so it can encourage employees to have the courage to make decisions and improve employee performance.

## VII. SUGGESTION

Based on the results of research on the influence of organizational culture and emotional intelligence on employee performance through job satisfaction, the following suggestions can be submitted:

### a. For Science Development

The results of this study are expected to be helpful for the development of human resource management science, especially about



organizational culture, emotional intelligence, job satisfaction, and employee performance.

b. For Further Research

It should be considered for researchers, especially other researchers who will conduct further research on organizational culture and emotional intelligence on employee performance through job satisfaction, in order to examine variables that have not been studied in this study, such as adding education and training variables as well as motivation and communication.

c. For the leadership of BRI KC Kalimantan

1) Need to be a consideration for the BRI KC Kalimantan organization through various continuous improvements, especially those related to organizational culture, one of which is through results orientation for employees to continue to develop themselves to get optimal results in completing work. BRI KC Kalimantan can give awards to employees who can demonstrate work performance. Moreover, BRI KC Kalimantan can motivate employees to take opportunities or opportunities that exist actively.

2) It needs to be considered for the BRI KC Kalimantan organization through various continuous improvements, especially those related to emotional intelligence, namely by training employees to recognize emotions and encouraging employees to recognize their own emotions. Each employee has advantages and disadvantages in him.

3) It needs to be considered for the BRI KC Kalimantan organization through various continuous improvements, especially those related to job satisfaction, namely with colleagues who support when needed colleagues provide direct assistance to complete work on time. Moreover, all colleagues are responsible for the results of the work.

4) It should be considered for the BRI KC Kalimantan organization through various continuous improvements, especially those related to employee performance, to encourage employees' ability to participate and collaborate with others and establish good communication between employees and superiors.

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