

HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Emotional Intelligence, Organizational Climate, and Organizational Commitment on Employee Performance

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ABSTRACT

Employee performance plays a vital role in determining organizational success. This study examines the influence of emotional intelligence, organizational climate, and organizational commitment on employee performance. The research population comprised 100 employees from Mega Baja Semarang and Bogor, Indonesia. One hundred questionnaires were distributed, and 92 valid responses were analyzed. Data were processed using SPSS 25. The findings reveal that emotional intelligence has no significant effect on employee performance, while organizational climate has a positive and significant effect. In contrast, organizational commitment shows no significant influence on employee performance. These results highlight the critical role of organizational climate in enhancing employee performance.

Keywords: Emotional Intelligence, Organizational Climate, Organizational Commitment, Employee Performance.

JEL Code: J24, J28, J81, M12.

I. Introduction

The construction industry in Indonesia has experienced rapid growth in recent years, directly increasing demand for building materials, particularly iron and steel. These materials are crucial due to their role in various infrastructure and property projects that support economic development and urbanization. Mega Baja, as one of the pioneers and largest iron and steel distributors in Indonesia, has an extensive network that reaches strategic regions such as Java and Sumatra. The company was founded in 2002 by H. Maman, starting as a small iron shop in East Jakarta. Mega Baja has grown rapidly and has hundreds of branches spread across various regions, demonstrating its increasing capacity and capability to meet increasingly dynamic market needs. This growth drives Mega Baja to continuously innovate and increase productivity to compete effectively amidst the rapidly changing dynamics of the construction market. In this context, employee performance is a key factor in determining the company's success, as employees are the key actors who directly implement the company's strategies and operations. Rivai (Ataunur & Ariyanto, 2015) defines performance as the concrete behavior displayed by each individual, reflecting the work achievements produced by employees per their roles within the company. Many factors influence employee performance, including emotional intelligence, organizational climate, and organizational commitment. Employee performance is influenced by various factors, including emotional intelligence, which aids in self-management

and interpersonal relationships, an organizational climate that creates a conducive work environment, and organizational commitment that strengthens employee loyalty and motivation to contribute optimally to the company. By understanding and managing these factors appropriately, Mega Baja can ensure that its human resources become a strategic asset capable of providing a competitive advantage in the ever-growing Indonesian iron and steel market.

Analyzing the factors influencing employee performance further, emotional intelligence is one aspect that frequently receives attention. Goleman (Edward & Purba, 2020) defines emotional intelligence as the ability to understand one's and others' feelings, motivate oneself, and manage emotions effectively within oneself and in relationships. Prastiwi & Monteiro (2024), Elkhori & Budianto (2024), Amelia et al. (2022), Rooroh et al. (2022), Ratnasari et al. (2020), Suherman & Rozak (2019), and Edward & Purba (2020) found that emotional intelligence has a positive and significant impact on employee performance. Meanwhile, Putri & Kasmawati (2024), Kessi et al. (2022), Borman & Westi (2021), Irfan et al. (2021), and Angelica et al. (2020) found that emotional intelligence did not significantly influence employee performance. In addition to emotional intelligence, organizational climate is also a crucial element that shapes the work environment and has the potential to influence performance. Brown and Leigh (Aryansah & Kusumaputri, 2013) define organizational climate as the atmosphere in the workplace perceived by employees, encompassing factors such as psychological safety and the sense of meaning in the work environment. Nugraha (2025), Utami et al. (2024), Wonua et al. (2023), and Merentek et al. (2018) show that organizational climate has a positive and significant effect on employee performance. Meanwhile, Sagala (2022) and Hariansyah et al. (2023) found that organizational climate did not affect employee performance.

Organizational commitment is another equally important factor in shaping employee performance, often an indicator of loyalty and dedication. Allen and Meyer (Putri, 2019) define organizational commitment as employees' feelings or beliefs about their relationship with the organization and their decision to remain members out of desire, need, or obligation. Nugraha (2025), Priharti & Marjati (2022), Edward & Purba (2020), and Soomro & Shah (2019) all show that organizational commitment has a positive and significant effect on employee performance. Meanwhile, Mulyawardhana & Merdiaty (2025), Naufal et al. (2024), Nelson & Panjaitan (2023), and Suhardi et al. (2021) showed that organizational commitment did not affect employee performance. Based on this phenomenon and the gaps in findings from previous studies, this study was conducted to analyze the influence of emotional intelligence, organizational climate, and organizational commitment on employee performance. This research was conducted on employees of Mega Baja Semarang and Bogor.

II. Literature Review and Hypothesis Development

2.1. Employee Performance

Sagala (2022) defines performance as a person's ability to complete tasks a superior assigns using their abilities, resources, and skills. Surohmat & Istiyani (2022) define employee performance as the results of an employee's work in carrying out their duties based on their responsibilities to achieve the company's goals, vision, and mission. Ataunur & Ariyanto (2015) define performance as real behavior displayed by each person, as work achievements produced by employees according to their role in the company. Employee performance has six dimensions: ability to work, quantity and speed of completing work, accuracy, loyalty, initiative, and cooperation. Ability to work can be measured through indicators that employees have completed work according to the target and are always responsible for their work. The speed of completing work is measured through indicators of the amount of work that is always completed on time. Accuracy is measured through indicators of no errors in completing work and the work results per the tasks given. Loyalty can be measured by prioritizing the company's interests and being willing to work outside working hours. Initiative is measured through indicators of awareness in improving work results and being active in developing oneself.

Cooperation is measured through indicators of establishing partnerships with internal and external parties and the willingness always to assist others.

2.2. Emotional Intelligence

Mukhlisa et al. (2024) explain that emotional intelligence is recognizing, understanding, managing, and using emotions effectively in various situations. As research in psychology develops, emotional intelligence has become a primary focus in understanding how individuals can better interact with themselves and others. Emotional intelligence encompasses controlling impulses, handling stress, motivating oneself, and forming healthy social relationships. By possessing high emotional intelligence, a person can face the challenges of everyday life more wisely and adaptively. Utami & Novitasari (2022) explain that emotional intelligence is necessary in a person's life because they need to recognize their emotions and those of others. Good emotional management will impact both oneself and those around them. Goleman (Edward & Purba, 2020) defines emotional intelligence as the ability to understand one's and others' feelings, motivate oneself, and manage emotions well for oneself and in relationships with others. Emotional intelligence has five dimensions: self-awareness, self-control, motivation, empathy, and social skills. Self-awareness is measured by recognizing one's emotions, strengths, and limitations, and being confident in one's abilities. Self-control is measured by restraining negative emotions and urges, maintaining norms of honesty and integrity, being responsible for personal performance, being flexible to change, and being open to new ideas and information. Furthermore, motivation can be measured through indicators of the drive to be better, adjusting to group or organizational goals, always taking advantage of opportunities, and persistence in the face of failure and obstacles. Empathy can be measured by understanding the competence of others, developing others, providing customer service, creating opportunities through socializing with various people, and reading about emotional relationships. Social skills can be measured through the ability to persuade, listen openly, and convey messages clearly, resolve differences of opinion, demonstrate leadership spirit, collaborate and cooperate, and build teams.

2.3. Organizational Climate

Simamora in (Ayati et al., 2025) defines organizational climate as the internal environment of an organization's psychological condition. This organizational climate impacts employees' realization and acceptance of human resource policies. Elvera et al. (2022) define organizational climate as the quality of an organization's internal environment that is relatively ongoing, experienced by organizational members, influences their behavior, and can be described in terms of a set of organizational characteristics or traits. Brown and Leigh (Aryansah & Kusumaputri, 2013) define organizational climate as the atmosphere in the workplace as perceived by employees, which includes things like psychological safety and the meaning of the work environment. Brown and Leigh (Ariani et al., 2020) explain six dimensions for measuring organizational climate: management support, clarity, self-expression, perceived meaning of contribution, appreciation, and challenge. Management support can be measured through indicators of employees' feelings of trust in their performance, and employees getting support from the company. Clarity is measured through indicators of employee perception of the clarity of applicable rules and employee perception of applicable norms in the company. Self-expression is measured through indicators of employees feeling responsible for their own work and being able to complete tasks on time. The perceived meaning of contribution can be measured through indicators of feelings of pride in the organization and employee perceptions of the degree of loyalty of organizational members to achieving organizational goals. Appreciation can be measured through indicators when organizational members feel appreciated and can complete tasks well. Challenges can be measured through indicators of employee perception of the pressure imposed on their organization and employee perceptions to improve performance.

2.4. Organizational Commitment

Wibowo (Priharti & Marjati, 2022) explains that organizational commitment is the feelings, attitudes, and behaviors of individuals who identify as part of the organization, are involved in organizational activities, and are loyal to the organization in achieving its goals. Surohmat & Istiyani (2022) explain that organizational commitment is an individual's desire to remain committed to the organization's goals and to continue being a part of it.

Allen and Meyer (Putri, 2019) explain that organizational commitment is an employee's feelings or beliefs about their relationship with the organization and the decision to remain a member because of desire, need, or obligation. Allen and Mayer explain three components of organizational commitment: affective commitment, continuance commitment, and normative commitment. Affective commitment is measured through indicators of employees feeling happy to spend their careers in the company, employees enjoying talking about the company with coworkers when they are not working, employees feeling that the problems faced by the company are also their problems, employees feeling easy to adapt when working in the company, employees feeling that the company and the people in it are like part of the employee's own family, employees feeling very emotionally connected to the company, the company has a deep meaning for employees, and employees feeling part of the company. Continuous commitment is measured through indicators of employee concerns if they leave the company because they do not have a replacement workplace, it will be tough for employees to leave the company even if they want to, employee lives will be chaotic if employees decide to leave the company now, if employees leave the company in the near future for employees, currently employees feel the need to work in the company, employees do not have many choices of replacement companies so they do not think about leaving the company, one of the negative consequences of leaving the company is that alternative jobs are very rarely available, one of the biggest reasons employees continue to work is that other places do not provide benefits as great as in the company, employees have given optimal efforts while working in the company so that employees still want to work in the company. Normative commitment is measured through indicators of employees feeling they have an obligation when they become employees of the company, employees feel they have many benefits if they work in the company, employees will feel guilty if they leave the company, the company deserves employee loyalty, employees will not leave the company because they still have obligations, and employees owe a lot to the company.

2.5. Hypothesis Development

2.5.1. The Influence of Emotional Intelligence on Employee Performance

Goleman (Edward & Purba, 2020) defines emotional intelligence as the ability to understand one's and others' feelings, motivate oneself, and manage emotions effectively within oneself and in relationships. Prastiwi & Monteiro (2024), Elkhori & Budianto (2024), Amelia et al. (2022), Rooroh et al. (2022), Ratnasari et al. (2020), Suherman & Rozak (2019), and Edward & Purba (2020) found that emotional intelligence has a positive and significant impact on employee performance. Based on the empirical study, the following conclusions can be formulated:

H1: Emotional intelligence has a positive and significant effect on employee performance.

2.5.2. The Influence of Organizational Climate on Employee Performance

Brown and Leigh (Aryansah & Kusumaputri, 2013) define organizational climate as the atmosphere in the workplace perceived by employees, encompassing factors such as psychological safety and the sense of meaning in the work environment. Nugraha (2025), Utami et al. (2024), Wonua et al. (2023), and Merentek et

al. (2018) show that organizational climate has a positive and significant effect on employee performance. Based on the empirical study, the following conclusions can be formulated:

H2: Organizational climate has a positive and significant effect on employee performance.

2.5.3. The Influence of Organizational Commitment on Employee Performance

Allen and Meyer (Putri, 2019) define organizational commitment as employees' feelings or beliefs about their relationship with the organization and their decision to remain members out of desire, need, or obligation. Nugraha (2025), Priharti & Marjati (2022), Edward & Purba (2020), and Soomro & Shah (2019) all show that organizational commitment has a positive and significant effect on employee performance. Based on empirical studies, the following can be formulated:

H3: Organizational commitment has a positive and significant effect on employee performance.

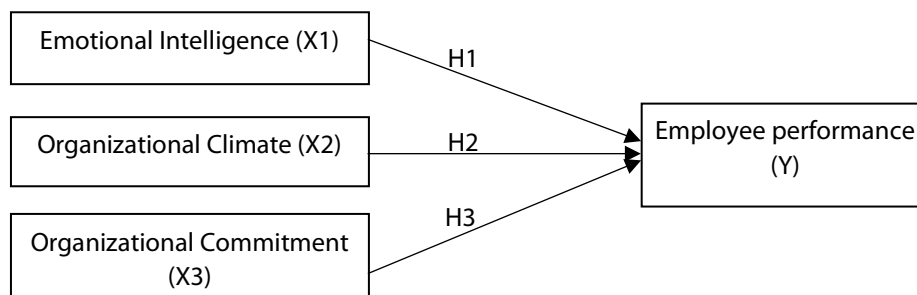


Figure 1. Conceptual Framework

Mathematical Model:

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

Note:

- Y = Employee Performance
- β = Regression coefficient indicating the influence of each variable on Employee Performance.
- X1 = Emotional Intelligence
- X2 = Organizational Climate
- X3 = Organizational Commitment
- e = Error

III. Research Method

This study uses a quantitative approach with an explanatory research type, namely, research that aims to explain the causal relationship between the variables studied. The study analyzes the influence of emotional intelligence, organizational climate, and organizational commitment on employee performance. The population of this study was 100 employees of Mega Baja Semarang and Bogor. This study used a census method by distributing 100 questionnaires, and 92 questionnaires were returned that were suitable for analysis. The questionnaire comprised 70 statements directly from Mega Baja Semarang and Bogor employees. The questionnaire data were determined using a Likert scale with five assessment levels, ranging from strongly disagree to agree strongly. The analysis was carried out with the help of SPSS software version 25, including respondent descriptions, variable descriptions, validity tests, reliability tests, F-tests, R-square tests, and t-tests.

The description of respondents from this study contains the respondents' personal identities, including name, gender, age, education, and length of service. Variable descriptions are used to analyze respondents' opinions regarding the variables in the study. The variables in this study include emotional intelligence (X1) with 23 statement indicators, organizational climate (X2) with 12 statement indicators, organizational commitment (X3) with 23 statement indicators, and employee performance (Y) with 12 statement indicators. In validity testing, an indicator is said to be valid if the questions in the questionnaire can reveal something that the questionnaire will measure. KMO (Kaiser Meyer Olkin) is used to test the adequacy of the sample with a value criterion of > 0.5 . Loading factor is used to test the validity of an indicator with a value criterion of > 0.4 . In reliability testing, a questionnaire is reliable if a person's answers to the statements are consistent or stable over time. Reliability testing uses the Cronbach's Alpha statistical test. An indicator is declared reliable if the Cronbach's Alpha value is > 0.70 .

Next, in multiple regression analysis, the F-test model is considered suitable for further analysis if it meets the criteria for hypothesis testing at a significance level. < 0.05 . For the coefficient of determination test, according to Ghazali (2018), the coefficient of determination (R^2) measures the model's ability to explain variation in the dependent variable. The coefficient of determination ranges from 0 to 1. An R^2 value close to 1 (or 100%) indicates a perfect model's ability to explain variation in the dependent variable. Conversely, an R^2 value close to 0 indicates minimal explanatory power of the independent variable on the dependent variable. Finally, the t-test, according to Ghazali (2018), explains that the t-statistical test shows the extent to which an individual independent variable influences variation in the dependent variable. The criteria are as follows:

1. If sig. < 0.05 , the independent variable influences the dependent variable. Acceptance or rejection of the hypothesis is based on the beta value.
2. If sig. > 0.05 means that the independent variable does not affect the dependent variable, thus the hypothesis is rejected.

IV. Results and Discussion

4.1. Respondent Description

Table 1. Sample Criteria (N = 92)

Criteria	N	%
Gender		
Man	86	93.5
Woman	6	6.5
Age		
20 – 30 years	82	89.1
31 – 40 years	10	10.9
Education		
Junior High School	4	4.3
Senior High School	80	87
Diploma	3	3.3
Bachelor degree	5	5.4
Years of service		
15 years	69	75
6 – 10 years	17	18.5
11 – 15 years	5	5.4
>15 years	1	1.1

Based on Table 1, it is shown that the majority of respondents were male at 93.5%, in the age range of 20-30 years at 89.1%, with a high school education at 87%, and had a work period of 1-5 years at 75%.

4.2. Variable Description

Table 2. Statistical Description of Emotional Intelligence Variables

Indicator	Mean	Min	Max
Recognizing your own emotions (X1.1)	4.14	1	5
Clearly understand your own strengths and limitations (X1.2)	4.18	1	5
Confident in one's own abilities (X1.3)	4.22	2	5
Able to control negative emotions and impulses when facing difficult situations (X1.4)	4.04	2	5
Always maintain the norms of honesty and integrity in every action I take. (X1.5)	4.39	2	5
Responsible for personal performance results (X1.6)	4.47	3	5
Easily adapt to changes that occur in the work environment (X1.7)	4.03	2	5
Open to new ideas and information that can improve my performance (X1.8)	4.09	3	5
Have a strong drive to continue to be a better person (X1.9)	4.42	3	5
Easily adapt to company goals (X1.10)	4.02	2	5
Always take advantage of existing opportunities to develop (X1.11)	4.24	2	5
Persistence in the face of failure or obstacles (X1.12)	4.03	1	5
Understand and acknowledge the competencies of colleagues (X1.13)	3.96	2	5
Helping to develop the potential of coworkers (X1.14)	4.04	2	5
Always provide the best service to customers (X1.15)	4.40	2	5
Always creating opportunities with the people I meet (X1.16)	3.90	2	5
Understanding coworkers' emotions (X1.17)	3.78	2	5
Able to influence others positively (X1.18)	3.78	1	5
Always listen to others openly and convey messages clearly. (X1.19)	4.05	2	5
Always helps resolve differences of opinion that arise among coworkers. (X1.20)	3.93	1	5
Have a leadership spirit in the team. (X1.21)	3.99	2	5
Always collaborate and work together with colleagues (X1.22)	4.18	3	5
Active in building and strengthening teamwork (X1.23)	4.20	3	5
Emotional Intelligence (X1)	4.11	3	5

Table 3. Statistical Description of Organizational Climate Variables

Indicator	Mean	Min	Max
Trusted to complete tasks assigned by the company (X2.1)	4.13	2	5
Obtaining support from the company to improve performance (X2.2)	4.20	2	5
Clearly understand the rules that apply in the company (X2.3)	4.32	2	5
Understanding the norms that apply in the company (X2.4)	4.30	3	5
Take full responsibility for the work done (X2.5)	4.54	2	5
Always complete tasks on time. (X2.6)	3.99	1	5
Proud to be part of the company. (X2.7)	4.43	3	5
Understand that you must have high loyalty to achieving company goals (X2.8)	4.24	2	5
Appreciated by the company for the contributions I make (X2.9)	4.02	2	5
Always complete tasks with good and satisfactory results (X2.10)	3.85	1	5
Understanding the level of pressure imposed by the company (X2.11)	3.87	1	5
Understanding that performance must be improved (X2.12)	4.40	3	5
Organizational Climate (X2)	4.19	3	5

Table 4. Statistical Description of Organizational Commitment Variables

Indicator	Mean	Min	Max
Happy to spend my career in this company (X3.1)	3.83	2	5
Talking about positive things about the company with coworkers when not at work (X3.2)	3.90	1	5
Feeling that every problem the company faces is also an employee problem. (X3.3)	3.87	1	5
Feel easy to adapt to the work environment and culture in this company (X3.4)	4.05	2	5
Feeling the company and the people in it are like family (X3.5)	4.26	2	5

Indicator	Mean	Min	Max
Feel very emotionally connected to this company (X3.6)	3.80	1	5
I feel this company has a deep meaning for me (X3.7)	4.18	3	5
Feel like a part of this company. (X3.8)	4.20	3	5
Worried about leaving the company because you do not have a replacement job yet (X3.9)	3.84	2	5
It would be tough to leave the company even if you wanted to (X3.10)	3.72	1	5
Feeling that life will be a mess if I decide to leave the current company (X3.11)	3.53	1	5
Feeling that leaving the company in the near future would hurt employees (X3.12)	3.89	1	5
I feel like I really need a job at this company right now (X3.13)	4.18	2	5
Not having many other company options, so not thinking about leaving the company (X3.14)	3.93	2	5
The reason for not leaving the company is that the available job alternatives are minimal (X3.15)	3.90	2	5
Stay working at this company because other places do not offer as many benefits as here (X3.16)	3.75	1	5
Giving optimal effort when working at the company, so that you still want to work at this company (X3.17)	4.03	3	5
I have obligations that I must fulfill while being an employee of this company (X3.18)	4.30	3	5
Feel that I have many benefits from this company (X3.19)	4.07	2	5
Feeling guilty about leaving this company (X3.20)	3.55	1	5
The company deserves employee loyalty (X3.21)	3.90	2	5
I will not leave the company because I still have obligations to fulfill (X3.22)	4.08	1	5
Indebted to the company (X3.23)	3.91	1	5
Organizational Commitment (X3)	3.94	3	5

Table 5. Statistical Description of Employee Performance Variables

Indicator	Mean	Min	Max
Always complete work according to the targets set by the company (Y1.1)	4.00	1	5
Responsible for work (Y1.2)	4.36	1	5
Always complete the work given by the company (Y1.3)	4.22	1	5
Always complete work on time (Y1.4)	3.77	1	5
Always minimize errors that occur in completing every job given by the company (Y1.5)	4.04	1	5
Always produce work results as expected by the company (Y1.6)	3.83	1	5
Always prioritize company interests (Y1.7)	3.84	1	5
Willing to work outside working hours if necessary (Y1.8)	3.77	1	5
Have the awareness to improve performance results (Y1.9) continuously	4.24	12	5
Active in self-development (Y1.10)	4.16	3	5
Successfully established partnerships with internal and external parties of the company (Y1.11)	3.70	1	5
Always willing to assist colleagues in need (Y1.12)	4.28	2	5
Employee Performance (Y)	4.02	2	5

Based on Table 5, emotional intelligence has an average value of 4.11, indicating a tendency to agree among respondents. Organizational climate has an average value of 4.19, meaning respondents tend to agree. Organizational commitment is in the agree category, with an average value of 3.94. Employee performance has an average value of 4.02 obtained from 92 respondents, indicating a tendency to agree with their performance.

4.3. Validity Test Results

Table 6. Validity Test Results

Variables	KMO	Indicator	Loading Factor
Emotional Intelligence	0.867	X1.1	0.652
		X1.2	0.712
		X1.3	0.733
		X1.4	0.683
		X1.5	0.491
		X1.6	0.584
		X1.7	0.577
		X1.8	0.634
		X1.9	0.595
		X1.10	0.633
		X1.11	0.665
		X1.12	0.743
		X1.13	0.590
		X1.14	0.572
		X1.15	0.462
		X1.16	0.566
		X1.17	0.542
		X1.18	0.628
		X1.19	0.673
		X1.20	0.665
		X1.21	0.705
		X1.22	0.649
		X1.23	0.706
Organization Climate	0.816	X2.1	0.721
		X2.2	0.660
		X2.3	0.694
		X2.4	0.625
		X2.5	0.624
		X2.6	0.417
		X2.7	0.745
		X2.8	0.662
		X2.9	0.752
		X2.10	0.556
		X2.11	0.477
		X2.12	0.655
Organization Commitment	0.900	X3.1	0.555
		X3.2	0.524
		X3.3	0.695
		X3.4	0.429
		X3.5	0.512
		X3.6	0.596
		X3.7	0.646
		X3.8	0.679
		X3.9	0.709
		X3.10	0.621
		X3.11	0.701
		X3.12	0.714
		X3.13	0.688
		X3.14	0.778
		X3.15	0.702
		X3.16	0.814

Variables	KMO	Indicator	Loading Factor
		X3.17	0.715
		X3.18	0.568
		X3.19	0.722
		X3.20	0.732
		X3.21	0.596
		X3.22	0.733
		X3.23	0.586
Employee Performance	0.879	Y1.1	0.729
		Y1.2	0.718
		Y1.3	0.826
		Y1.4	0.665
		Y1.5	0.760
		Y1.6	0.709
		Y1.7	0.766
		Y1.8	0.621
		Y1.9	0.778
		Y1.10	0.707
		Y1.11	0.641
		Y1.12	0.454

4.4. Reliability Test Results

Table 7. Reliability Test Results

Variables	Cronbach's Alpha	Standardization Value	Information
Emotional Intelligence	0.930	0.7	Reliable
Organizational Climate	0.858	0.7	
Organizational Commitment	0.939	0.7	
Employee performance	0.902	0.7	

Based on Table 7, the Cronbach's Alpha value on the emotional intelligence variable is 0.930, organizational climate is 0.858, organizational commitment is 0.939, and employee performance is 0.902. Cronbach's Alpha value > 0.7 indicates that all variables are reliable, so that further analysis can be conducted.

4.5. Multiple Linear Regression Test Results

Table 8. Multiple Linear Regression Test Results

No.	Relationship between Variables	Regression Model Equation					
		Model Test			Hypothesis Testing		
		R ²	F	Sig. F	B	Sig.	Information
Y = 0.151 X1 + 0.592 X2 + 0.084 X3 + e							
1.	Emotional intelligence has a positive and significant effect on employee performance	0.591	44,858	0,000	0.151	0.157	H1 rejected
2.	Organizational climate has a positive and significant effect on employee performance.				0.592	0,000	H2 accepted
3.	Organizational commitment has a positive and significant effect on employee performance.				0.084	0.395	H3 rejected

Based on Table 8, it is shown that the significance value of $0.000 < 0.05$, which means that this research model is worthy of further analysis. The Adjusted R Square value of 0.591 or 59.1% indicates that emotional intelligence, organizational climate, and organizational commitment can explain the employee performance variable by 59.1%. The remaining 40.9% is explained by other factors not analyzed in this study.

Hypothesis 1: Emotional intelligence positively and significantly affects employee performance. The sig value of $0.157 > 0.05$ means that emotional intelligence does not affect employee performance. Thus, hypothesis 1 is rejected.

Hypothesis 2: Organizational climate positively and significantly affects employee performance. The sig value of $0.000 < 0.05$ and the beta value of 0.592 mean that the organizational climate positively and significantly affects employee performance. Thus, hypothesis 2 is accepted.

Hypothesis 3: Organizational commitment positively and significantly affects employee performance. The sig value of $0.395 > 0.05$ means that organizational commitment does not affect employee performance. Thus, hypothesis 3 is rejected.

4.6. Discussion

4.6.1. Emotional Intelligence Has No Effect on Employee Performance

The low level of concern for emotional intelligence among respondents in this study is thought to be closely related to their demographic characteristics and work background. Most respondents are high school graduates and have a relatively short work period. This condition indicates that they are still in the early stages of career development, where the primary focus is on fulfilling the job's technical aspects compared to developing soft skills, including emotional management. Most respondents are also male and work in technical, operational, and logistics fields. The predominantly mechanical and procedure-based work scope often does not require complex interpersonal interactions or high emotional abilities. This strengthens the assumption that emotional intelligence does not influence their daily work performance. However, this condition shows significant development opportunities, especially in creating a more open and supportive social interaction space. Employees need to be encouraged to be more active in establishing cross-sectional communication, building empathy for the emotional conditions of coworkers, and increasing sensitivity in responding to conflict or differences of opinion constructively. This ability strengthens teamwork and builds a healthy and inclusive work climate. In addition, aspects of emotional intelligence such as persuasion, leadership, and the ability to influence others positively seem not to have developed optimally. In this regard, the absence of specific training or coaching can cause employees to not fully realize the importance of this ability in supporting work effectiveness and decision-making. Therefore, companies need to pay more attention to developing emotional intelligence through soft skills training, coaching, and mentoring, as part of a long-term strategy to improve the quality of human resources. Thus, strengthening emotional intelligence becomes a strategic need in building technically efficient, relationally and emotionally sustainable performance, especially in facing increasingly dynamic and collaborative work challenges. This is in line with research by Putri & Kasmawati (2024), Kessi et al (2022), Borman & Westi (2021), Irfan et al. (2021), as well as Angelica et al. (2020) That emotional intelligence does not have a significant effect on employee performance.

4.6.2. Organizational Climate Has a Positive and Significant Influence on Employee Performance

A supportive, communicative, and inclusive work atmosphere, supported by a sense of family and responsibility formed within it, plays an important role in shaping work attitudes and increasing employee productivity. This is felt by young employees aged 20-30 years with a high school education background. The study results showed that employees responded positively to the dimensions of the organizational climate.

They felt that they received adequate support from the company to improve their performance and clearly understood the rules and norms that apply in the work environment.

The high level of employee agreement on the clarity of rules and norms reflects the existence of effective organizational communication and consistent instillation of organizational values. In addition, most employees agreed that they have complete responsibility for the work done. This finding indicates the existence of a supportive, transparent work environment that can foster a sense of ownership and individual accountability for their duties. Thus, creating a favorable organizational climate is one of the key factors in encouraging the optimization of employee performance, especially in the productive age group with a high school education background. This is in line with research Nugraha (2025), Utami et al. (2024), Wonua et al. (2023), and Merentek et al. (2018) show that organizational climate has a positive and significant effect on employee performance.

4.6.3. Organizational Commitment Has No Effect on Employee Performance

The majority of employees aged 20-30 years, male, and with relatively short work periods can describe the characteristics of the young age group. Work orientation tends to be flexible and explorative, so long-term loyalty has not been strongly formed. Although the analysis results show that the level of organizational commitment is generally in the agree category, there are indications that some employees still have a weak perception of their attachment to the company. This is reflected in the low level of concern if they have to face a situation without alternative jobs if they decide to resign. This means that for some employees, the decision to leave the company is not considered a high risk or has the potential to disrupt the stability of their personal or professional lives significantly.

Furthermore, there is a tendency for employees not to experience significant emotional or psychological barriers when considering the option to leave the company. The absence of these barriers indicates a weak affective bond that should be part of organizational commitment, where employees feel emotionally connected and have an inner attachment to their workplace. In addition, employees also do not see that the decision to leave the company will negatively affect their social and economic lives. This condition shows that although normative commitment may have been formed, employees have not fully realized affective and ongoing commitment. In other words, the sense of belonging to the company and the need to maintain the sustainability of the working relationship are still relatively weak. In addition, the tendency to make more rational decisions and be open to other job opportunities also influences the low emotional bond to the organization. Therefore, a more adaptive organizational strategy is needed to build long-term commitment, primarily through strengthening the role, career ladder, and emotional involvement of employees in the work environment. This is in line with research by Mulyawardhana and Merdiaty (2025), Naufal et al. (2024), Nelson and Panjaitan (2023), as well as Suhardi et al. (2021) that organizational commitment does not affect employee performance.

V. Conclusion

Several important conclusions can be drawn from this study based on the results and discussion. First, emotional intelligence does not have a significant influence on employee performance. This finding indicates that employees' emotional intelligence at Mega Baja Semarang and Bogor does not directly determine their work outcomes. Second, the organizational climate is proven to positively and significantly impact employee performance. A supportive and conducive work environment encourages employees to perform better, suggesting that the higher the quality of the organizational climate, the better the employee performance. Third, organizational commitment does not appear to affect employee performance. This means that employee commitment to the organization does not play a decisive role in shaping their performance within the company.

The findings of this research provide both theoretical and managerial implications. Theoretically, the study highlights that research results are inconsistent across different contexts. Variations in location, timeframe, and research gaps may produce diverse findings. Thus, this study is expected to contribute to the development of the literature and serve as a reference for future research in human resource management and organizational behavior. Nevertheless, the study also has certain limitations. The number of respondents was relatively small, with only 92 valid participants, and the results heavily relied on the honesty and objectivity of respondents in completing the survey. These limitations should be taken into consideration when interpreting the findings.

From a managerial standpoint, the implications are more practical. Since emotional intelligence does not significantly affect employee performance, management should not emphasize this aspect excessively when considering recruitment, promotion, or training strategies. Instead, organizational resources could be directed toward factors that demonstrate a more substantial impact. On the other hand, the organizational climate plays a central role in shaping performance, making it crucial for management to foster a conducive, open, and supportive environment. Enhancing internal communication and maintaining harmonious working relationships are essential to strengthening employee performance. Finally, as organizational commitment does not influence performance significantly, programs designed to increase loyalty or strengthen identification with the company may not need to be prioritized if the primary goal is performance improvement. Management would be better served by focusing on the organizational climate and other factors that exert a more direct and substantial influence.

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