

# The Influence of Communication Competence, Emotional Intelligence, and Organizational Culture on Employee Performance at the Office of Religious Affairs Revitalization Program of the Office of Religious Affairs in Banyuwangi Regency

Anang Ma'ruf Masyhuri<sup>1</sup>, Yunionita Indah Handayani<sup>2</sup>, Tamriatin Hidayah<sup>3</sup>

Master of Management, Institut Teknologi dan Sains Mandala, Indonesia<sup>1,2,3</sup>

## ABSTRACT

This study aims to analyze the influence of communication competence, emotional intelligence, and organizational culture on employee performance at the District Religious Affairs Offices (KUA) under the Revitalization Program in Banyuwangi Regency. The research approach used is quantitative-causal. Data were collected through questionnaires distributed to KUA employees and analyzed using multiple linear regression methods with the assistance of SPSS Version 26. The specific objectives of this study are: (1) to analyze the partial influence of communication competence on employee performance, (2) to analyze the partial influence of emotional intelligence on employee performance, (3) to analyze the partial influence of organizational culture on employee performance, and (4) to analyze the simultaneous influence of communication competence, emotional intelligence, and organizational culture on employee performance. The results indicate that: (1) communication competence has a significant influence on employee performance, (2) emotional intelligence also significantly affects employee performance, (3) organizational culture positively impacts employee performance, and (4) simultaneously, communication competence, emotional intelligence, and organizational culture significantly influence employee performance. This study emphasizes the importance of communication, emotional management, and organizational culture in enhancing employee performance within KUA implementing the revitalization program. The findings are expected to provide input for KUA in developing training programs and policies that support the improvement of employee work quality.

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

## Corresponding Author:

Anang Ma'ruf Masyhuri  
(almadina2003.diaz@gmail.com)

**Received:** October 01, 2024

**Revised:** November 19, 2024

**Accepted:** November 28, 2024

**Published:** December 27, 2024



This work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

## 1. INTRODUCTION

In the era of globalization and rapid technological development, public organizations managed by governments around the world including the Republic of Indonesia are faced with major challenges to improve the quality and efficiency of public services. Human Resource Management (HRM) plays an important role in realizing this, therefore HRM needs to be managed strategically to face this challenge. HRM in public organizations is tasked with ensuring that the workforce they have is not only competent, but also able to adapt to changes and technological developments. Steps such as selective recruitment,

ongoing training programs, and competency-based performance assessments are important parts of improving the quality of human resources in the public sector.

One of the public organizations of the Republic of Indonesia, namely the Ministry of Religion (Kemenag) of Banyuwangi Regency, which is currently carrying out organizational activities in Banyuwangi Regency with the Religious Affairs Office Unit (KUA) is carrying out an important initiative in reform, namely the revitalization of KUA in the Districts of Banyuwangi Regency. KUA is a work unit within the Ministry of Religion that has the task and function of organizing Islamic religious affairs in the districts. Services are provided to the community in the fields of marriage, reconciliation, compilation of statistics on services and guidance for the Islamic community, guidance for sakinah families, mosques, Hisab rukyat and guidance of sharia, guidance and Islamic information, Guidance for zakat and waqf (Regulation of the Minister of Religion of the Republic of Indonesia Number 34, 2016). The District KUA is a technical Implementation Unit at the Office of the Ministry of Religion, under and responsible to the Director General of Islamic Community Guidance and operationally supervised by the Head of the Office of the Ministry of Religion of the Regency/City (Regulation of the Minister of Religion of the Republic of Indonesia Number 34, 2016).

In order to improve the quality of service to the community, the Ministry of Religion launched the Revitalization program for KUA Districts in Banyuwangi Regency. This program aims to improve the quality of KUA infrastructure, improve the management of Human Resources (HR) for KUA employees, and improve the quality of life of religious people (Decree of the Minister of Religion of the Republic of Indonesia Number 758, 2021).

Revitalization of KUA aims to strengthen the ability and performance of KUA in carrying out important tasks such as marriage registration, religious counseling, and supervision of zakat and waqf. The success of this program is highly dependent on the performance of KUA employees in Banyuwangi Regency. Based on observations and initial interviews on August 5-9, 2024, a phenomenon of problems was found in carrying out public organization activities among KUA employees in Banyuwangi Regency. There were complaints from the public due to poor service. When investigated, one of the KUA employees said that there were KUA employees who were less communicative with other employees and the public. "Even though previously it had been announced that for those who had administration related to the leadership, it would take 2 days, because maybe at that time the leadership had work activities outside the city". In addition, in the field during counseling there were employees who were less polite and could not hold back their emotions. This was confirmed by one of his fellow employees. He said, "yes, it is true that at that time the situation in the field was not conducive, so the extension employees may not have controlled their emotions so that they seemed less polite". Likewise in the organizational culture in the revitalized KUA. At that time, one of the KUA employees was seen looking gloomy, possibly due to internal family problems. In this situation, it can be seen that the friendliness in the KUA office can turn quiet. So that co-workers will be careful and ensure that there are no disputes. One of the employees also confirmed, "Yes, sometimes these problems are brought to the office. Usually the situation will be different from before."

Employee performance is not only determined by technical skills, but also by other factors such as communication competence, emotional intelligence, and organizational culture in the work environment. Communication is an important part of work life. This is easy to understand because poor communication can have a broad impact on organizational life, such as conflict between employees, and conversely good communication can improve mutual understanding, cooperation and satisfaction. Considering that those who work together in an organization in order to achieve goals are a group of human resources with various characters, open communication must be developed properly.

Communication competence is one of the important aspects that plays a major role in the effectiveness of communication both between employees and between employees and

the community. Employees with good communication competence can convey information clearly, listen effectively, and establish harmonious relationships with various parties. In the KUA of Banyuwangi Regency, where interaction with the community is very intensive, this competence is very important.

In addition to communication competence, emotional intelligence also plays an important role in determining employee performance. Emotional intelligence includes the ability to recognize, understand, and manage one's own emotions and those of others. Employees who have high emotional intelligence tend to be better able to deal with work pressure, establish good relationships with coworkers, and resolve conflicts more effectively. Although previous research. Organizational culture is also a very important factor in determining employee performance. Organizational culture reflects the values, norms, and practices held by the organization, which serve as a guide for employee behavior at work. A strong organizational culture such as meeting and shaking hands, greeting and being polite, helping each other with office friends in the KUA environment, can create a conducive work atmosphere, increase work enthusiasm, and encourage employees to provide the best service to the community.

Organizational culture plays an important role in shaping the attitudes and behavior of Human Resources (HR) in an organization, with the main goal of increasing work productivity and preparing them to face various challenges in the future. The implementation of a good organizational culture provides many benefits, including: increasing the spirit of mutual cooperation, strengthening a sense of togetherness, encouraging openness between employees, strengthening family relationships, and creating more effective communication. In addition, a positive organizational culture can also increase work productivity and make employees more responsive to changes and developments in the outside world (Widagdo et al., 2020).

From the results of previous studies, there are also different research objects, namely from the results of previous studies describing the research objects of companies and government agencies such as Widyanti Ula (2020); Borman, R., & Westi (2021) describe the research object in companies. While other studies such as Sinurat, FVE, Barutu, W., Arifin, M., Tobing, RBL, & Sihombing, S. (2020); Saragi, DD, Suhada, S., & Sari, PS (2021) describe the research object in Public Organizations.

Based on the problems in the KUA revitalization program of Banyuwangi Regency and the results of previous studies that revealed a gap or disparity in communication competency factors, emotional intelligence, and organizational culture on employee performance. The author is interested in conducting research at the KUA Revitalization in Banyuwangi Regency. In addition, some of the author's reasons are that KUA is one of the government's public services that must provide the right and good quality of public services for the community. KUA Banyuwangi Regency employees are human resources who continue to be pioneers in dealing with the community. The author determines the title of the research in this thesis, namely "The Influence of Communication Competence, Emotional Intelligence, and Organizational Culture on Employee Performance at the Religious Affairs Office of the District KUA Revitalization Program at the Ministry of Religion of Banyuwangi Regency".

## 2. METHOD

In this study, the population that is the focus is all employees working in the revitalization KUA in Banyuwangi Regency. The number of employees involved in this study was 50 employees. This population includes all individuals who are actively involved in various functions and tasks at the KUA, consisting of various ages, genders, length of service, and education. This study uses saturated samples, because the population is less than 100 (Sugiyono, 2019). The sample of this study is all members of the population totaling 50 employees.

This type of research is quantitative. Quantitative research is a type of research that focuses on collecting and analyzing data in the form of numbers to answer research questions. This research uses a systematic and structured approach with the aim of measuring certain variables, testing hypotheses, and finding relationships or influences between variables (Sugiyono, 2019). The data needed in this study is primary data. Primary data is data that comes directly from data sources that are collected specifically and are directly related to the problems being studied (Cooper & Emory, 1995). Primary data in this study is data obtained directly from distributing questionnaires or lists of questions to respondents selected in this study, namely data relating to the identity of respondents such as: age, gender, length of service, and position. The questionnaire submitted is compiled based on predetermined variables by providing alternative answers 1-5 using a Likert scale (Sugiyono, 2019).

Data analysis methods include several analyses, including: In data analysis, several important stages need to be carried out to ensure that the research results are reliable and valid. These stages include data quality testing, classical assumption testing, and multiple linear regression analysis.

### 3. RESULTS AND DISCUSSION

#### Research result

This study distributed questionnaires to 50 respondents. The results of the description of respondent data are divided into 2 parts for research variables, namely respondent characteristics and description of respondent answers. Multiple linear regression analysis is used to determine the relationship between one dependent variable and several independent variables. The multiple linear regression method uses equations.

Table 1. Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	t table (0.05) df= 50-4-1=45
	B	Std. Error	Beta		
1 (Constant)	13,515	3,353		4,031	2,014
Communication Competence	0.339	0.161	0.308	2,110	
Emotional Intelligence	0.214	0.093	0.321	2,309	
Organizational culture	0.201	0.093	0.252	2,168	

R<sup>2</sup> = 0.548

Adjusted R<sup>2</sup> = 0.519

f count = 18.624

f table = 2.56

Significance = 0.000

Source: processed data, 2024

Table 2 Determination Results  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.741a	0.548	0.519	2.02200

a. Predictors: (Constant), Organizational Culture, Emotional Intelligence, Communication Competence

b. Dependent Variable: Employee Performance

Source: processed data, 2024

$R^2$  shows how much contribution or contribution the independent variable has to the dependent variable. This study obtained an adjusted  $R^2$  value of 0.519 or 51.9% contribution of the communication competence variable (X1), emotional intelligence (X2), and organizational culture (X3) in influencing employee performance. The remaining 48.1% of the other variations are influenced by other factors outside the model that are not explained by the three variables.

Table 3 Results of t-Test Analysis

Variables	t count	t table	Significanc e	Alpha
X1→Y	2,110	2,014	0.040	0.05
X2→Y	2,309	2,014	0.025	0.05
X3→Y	2,168	2,014	0.035	0.05

Source: processed data, 2024

Table 4 Results of F Test Analysis

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	228,430	3	76,143	18,624	0.000
Residual	188,070	46	4,088		
Total	416,500	49			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Emotional Intelligence, Communication Competence

Source: processed data, 2024

Based on the results obtained, the F value calculated simultaneously for communication competence (X1), emotional intelligence (X2), and organizational culture (X3) is  $18.624 > 2.56$  on performance (Y). So it can be stated that the fourth working hypothesis (H1.4) is accepted. There is a simultaneous influence of communication competence, emotional intelligence, and organizational culture on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency.

## Discussion

### Partial Influence of Communication Competence on Employee Performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency

The communication competency applied can affect the performance of employees of the Religious Affairs Office in the revitalization program in Banyuwangi. Communication competency is the ability of an individual to adapt and communicate effectively in all social situations at all times. This ability leads to the ability to act which is influenced by the motivation and knowledge possessed by the individual (Sinurat et al., 2020).

The results of the hypothesis testing indicate that communication competence has a significant influence on the performance of employees of the Religious Affairs Office of the revitalization program in Banyuwangi. The statement of the first working hypothesis (H1.1) is accepted which states, There is a partial influence of communication competence on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. This means that higher communication competence can improve employee performance.



This result is also supported by the majority of respondents who gave "Agree" and "Strongly Agree" responses to each statement item related to communication competence. The statement that received the most answers was "I feel comfortable communicating with my coworkers." This phenomenon indicates that employees have fairly good communication competence in the KUA environment of the Sub-district Revitalization Program at the Ministry of Religion of Banyuwangi Regency. This strengthens the finding that communication competence plays an important role in improving employee performance, as supported by the results of hypothesis testing.

The results of this study are in line with the results of research by (Saragi et al., 2021; Sinurat et al., 2020) that communication competence can partially influence employee performance.

### **Partial Influence of Emotional Intelligence on Employee Performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency**

Goleman (2015) conveys emotional intelligence as the ability to motivate oneself and persist in frustrating situations, control impulses and delay gratification, manage moods, and maintain calm so that stress does not interfere with thinking ability. In addition, emotional intelligence also includes the ability to empathize and hope.

The results of the hypothesis testing indicate that emotional intelligence has a significant influence on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. The statement of the second working hypothesis (H1.2) is accepted, which states that there is a partial influence of communication competence on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. This means that high emotional intelligence can improve performance.

This result is also supported by the majority of respondents who gave the response "Agree" to each item of the emotional intelligence statement. The statement "I am able to control my negative emotions while working" received the most answers from respondents. This phenomenon indicates that employees have good emotional intelligence in the KUA environment of the Sub-district Revitalization Program at the Ministry of Religion of Banyuwangi Regency. This reflects that employees can control their emotions well, by controlling negative emotions.

The results of this study are in line with Ratih (2020); Widyanti Ula (2020) emotional intelligence has an influence on employee performance.

### **Partial Influence of Organizational Culture on Employee Performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency**

Employees in carrying out work at work is a phenomenon that is carried out every day by employees of the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. Every day, employees carry out habits at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. This gives rise to values of organizational cultural conditions. These values come from various sources such as customs, religion, social norms, and beliefs held by workers or members of the organization. These values that have become habits are known as culture, and when associated with work quality, the term is referred to as organizational culture (Aini et al., 2023; Widagdo et al., 2020).

The results of the hypothesis testing indicate that organizational culture has a significant influence on employee performance. The statement of the third working hypothesis (H1.3) is accepted, which states that there is a partial influence of organizational culture on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. This means that a positive organizational culture can improve performance.

This result is also supported by the majority of respondents who gave a “Strongly Agree” response to each item of the organizational culture statement. The statement “There is a sense of togetherness among coworkers in my office.”, received the most strongly agreed answers from respondents. This phenomenon indicates that employees have a good organizational culture in the KUA environment of the Sub-district Revitalization Program at the Ministry of Religion of Banyuwangi Regency. This reflects a conducive organizational culture, fellow employees feel that there is togetherness or family between employees.

The results of this study are in line with Aini et al., (2023); Juniyyar Sri Tiyyanti et al., (2021) namely that organizational culture influences employee performance.

#### **The Influence of Communication Competence, Emotional Intelligence, and Organizational Culture Simultaneously on Employee Performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency**

The results of the hypothesis testing indicate that communication competence, emotional intelligence, and organizational culture have an influence on employee performance. The statement of the fourth working hypothesis (H1.4) is accepted, which states that there is an influence of communication competence, emotional intelligence, and organizational culture on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. This means that high communication competence, emotional intelligence, and positive organizational culture can simultaneously improve performance.

This result is also supported by the majority of respondents who gave a “Strongly Agree” response to each employee performance statement item. The statement “I feel proud to work in this institution” received the most strongly agreed answers from respondents. This phenomenon indicates that employees have good performance in the KUA environment of the Sub-district Revitalization Program at the Ministry of Religion of Banyuwangi Regency. This reflects that employee performance can run smoothly, employees are proud of their workplace in the KUA environment of the Sub-district Revitalization Program at the Ministry of Religion of Banyuwangi Regency.

The results of this study are in line with the results of research by Aini et al. (2023); Badiah & Sunaryo (2022); Sabuhari et al. (2021); Saragi et al., (2021) namely that communication competence, emotional intelligence, and organizational culture have an influence on performance.

#### **4. CONCLUSION**

Based on the research results, communication competence has been proven to have a significant influence on employee performance at the Religious Affairs Office of the Sub-district Revitalization Program in Banyuwangi Regency. Good communication skills enable employees to convey information clearly, build effective working relationships, and reduce the potential for misunderstandings in their duties. In addition, emotional intelligence also contributes significantly to employee performance. The ability to recognize, manage, and express emotions appropriately helps employees maintain emotional stability, improve teamwork, and face work challenges better.

Organizational culture also has a significant impact on employee performance. A work environment supported by a positive organizational culture encourages employees to work more productively and contribute maximally to achieving organizational goals. These three factors—communication competence, emotional intelligence, and organizational culture—together have a significant impact on the performance of employees at the Office of Religious Affairs. This shows that a combination of individual abilities and the support of a conducive work environment is essential to improving performance. Thus, organizations are advised to continue to develop communication competence, emotional intelligence, and

strengthen organizational culture in order to support the achievement of optimal revitalization goals.

## REFERENCES

- Aini, S. I. N., Widagdo, S., & Dimyati, M. (2023). Gaya Kepemimpinan, Motivasi, Budaya Organisasi, Dan Lingkungan Kerja Berpengaruh Terhadap Kinerja Pegawai Kecamatan Di Kabupaten Bondowoso. *Growth*, 21(1), 65. <https://doi.org/10.36841/growth-journal.v21i1.2797>
- Akbar, D. M., & Siti Saroh, D. Z. (2018). Pengaruh Komunikasi Terhadap Kinerja Karyawan (Studi Pada Kud Karangploso Kabupaten Malang). *Fakultas Ilmu Administrasi Universitas Islam Malang*, 97-101. [http://library.unisma.ac.id/slims\\_unisma/index.php?p=show\\_detail&id=28433](http://library.unisma.ac.id/slims_unisma/index.php?p=show_detail&id=28433)
- Amanah, S. N. (2020). Pengaruh Pelatihan Dan Motivasi Terhadap Kinerja Karyawan Di Pt. Bank Negara Indonesia (Persero) Tbk Kantor Wilayah Jakarta Senayan. *Sebatik*, 24(2), 259-266. <https://doi.org/10.46984/sebatik.v24i2.1139>
- Angraini, D. I., Murisal, & Ardias, W. S. (2021). Pengaruh Keterampilan Komunikasi terhadap Kesiapan Kerja Lulusan Sarjana Sumatera Barat. *Jurnal Psikologi Islam*, 12(1), 84-100.
- Aula, S., Hanoum, S., & Prihananto, P. (2022). Peran Manajemen Sumber Daya Manusia dalam Meningkatkan Resiliensi Organisasi: Sebuah Studi Literatur. *Jurnal Sains Dan Seni ITS*, 11(1), 143-148. <https://doi.org/10.12962/j23373520.v11i1.67483>
- Badiah, S. Z., & Sunaryo, H. (2022). Pengaruh Kecerdasan Intelektual, Kecerdasan Emosional Dan Kecerdasan Spiritual Terhadap Kinerja Dosen (Pada Universitas Islam Maulana Malik Ibrahim Malang). *Jurnal Riset Manajemen Prodi Manajemen*, 1(1), 1-17.
- Borman, R., & Westi. (2021). Pengaruh Kecerdasan Emosional, Budaya Kerja dan Kepribadian terhadap Kinerja Karyawan pada PT. Palu Mitra Utama (PMU). *JURNAL Sinar Manajemen*, 08(01), 138-144. <http://openjournal.unpam.ac.id/index.php/smk/article/view/2260>
- Departemen Agama RI. (2009). Pengembangan budaya kerja departemen agama. In *Depag Republik Indonesia*. <https://2017.kemenag.go.id/file/file/InfoPenting/ortn1365008677.pdf>
- Djara, C. C. F. M., & Fanggidae, R. E. (2020). Pengaruh Kecerdasan Emosional Dan Kecerdasan Spiritual Terhadap Kinerja Karyawan Pada Kantor Pusat Bank Pembangunan Daerah NTT. *Journal of Management*, 11(1), 115-132.
- Effendi, U. (2004). *Pengantar Psikologi*. Angkasa.
- Fauzi, S., & Suryani, D. (2023). Pengaruh Gaya Kepemimpinan Dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Dinas Koperasi Dan UKM Kabupaten Bogor. *Jurnal Manajemen Kreatif Dan Inovasi*, 1(4), 104-118.
- Firdaus, M., & Dimyanti, M. (2023). *Analisis Multivariat dan Metode Kuantitatif*. Mandala Press.
- Goleman, D. (1990). *Kecerdasan Emosi untuk Mencapai Puncak Prestasi* (A. T. K. Widodo (trans.)). PT Gramedia Pustaka Utama.
- Goleman, D. (2015). *Emotional Intelligence*. PT Gramedia Pustaka Utama.
- Herlina, S., Boer, R. F., Fasadana, N., Kede, A., Kahfi, M., & Deryansyah, A. D. (2023). *Pengantar Ilmu Komunikasi*. In *Pengantar Ilmu Komunikasi*. Basya Media Utama.
- Indayani, I. I. P., & Resdiana, E. (2024). *Pengaruh Budaya Kerja Dan Lingkungan Kerja*



- Terhadap Kinerja Pegawai Di Puskesmas Giligenting. *Ekonomi Dan Bisnis*, 1(1), 61-69. <http://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/2480/338>
- Irfan, A., Irwan, A., & Alim, A. (2019). Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan pada Bank Mandiri Cabang Bone. *Jurnal Manajemen Dan Akuntansi*, 16(1), 301-316. <https://doi.org/10.15797/concom.2019..23.009>
- Juniyar Sri Tiyanthi, V., Wilujeng, S., & Graha, A. N. (2021). Pengaruh Budaya Organisasi, Komitmen Karyawan Dan Pengembangan Karir Terhadap Kinerja Karyawan Pada Perusahaan Umum Daerah Tirta Kanjuruhan Kabupaten Malang. *Journal Riset Mahasiswa Manajemen (JRMM)*, 7(1), 1. <http://ejournal.unikama.ac.id>
- Keputusan Menteri Agama Republik Indonesia Nomor 758. (2021). Revitalisasi Kantor Urusan Agama Kecamatan.
- Keputusan Menteri Agama Republik Indonesia Nomor 912. (2021). Keputusan Menteri Agama Republik Indonesia Nomor 912 Tahun 2021 tentang Sistem Manajemen Kinerja Pegawai Negeri Sipil pada Kementerian Agama.
- Nabilah, F., Rahwana, K. A., & Wibawa, G. R. (2023). Pengaruh Gaya Kepemimpinan dan Disiplin Kerja terhadap Kinerja Karyawan. *Distingi*, 1(4), 31-45. <https://doi.org/10.37641/jimkes.v1i1.1673>
- Naufal, A. F., & Adha, S. (2024). Pengaruh Komunikasi terhadap Kinerja Karyawan Fior Lotus (Studi pada Suatu UMKM di Ciomas , Kabupaten Bogor). *Global Leadership Organizational Research in Management*, 2(3).
- Peraturan Menteri Agama Republik Indonesia Nomor 34. (2016). Organisasi dan Tata Kerja Kantor Urusan Agama Kecamatan.
- Rantung, G. M., Dotulong, L. O. H., & Saerang, R. T. (2023). Pengaruh Budaya Organisasi, Komunikasi dan Keterlibatan Kerja terhadap Kinerja Pegawai di Dinas Koperasi Usaha Kecil dan Menengah Perindustrian dan Perdagangan Kabupaten Minahasa Tenggara. *Jurnal EMBA : Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(4), 867-880. <https://doi.org/10.35794/emba.v11i4.52253>
- Ratih, R. (2020). Pengaruh Kecerdasan Emosi Terhadap Employee Performance Melalui Work Life Balance Karyawan Pt. Hasil Bantuan Cipta Perdana Gresik. *Jurnal Ilmu Manajemen (JIM)*, 8(2), 1-9.
- Robbins, S. P. (2006). *Perilaku Organisasi*. Alih Bahasa: Benyamin Molan. Edisi Kesepuluh. PT. Indeks, Kelompok Gramedia.
- Ronal, S. D., & Hotlin, S. (2019). Pengaruh Lingkungan Kerja Terhadap Kinerja Karyawan pada PT Super Setia Sagita Medan. *Jurnal Ilmiah Socio Secretum*, 9(2), 273-281. <https://jurnal.darmaagung.ac.id/index.php/socio/article/view/413/406>
- Sabuhari, R., Thahrim, M., A Kamis, R., & Sofyan, U. (2021). Pengaruh Kecerdasan Emosional dan Komunikasi Interpersonal terhadap Kinerja Karyawan PT. PLN (Persero) Cabang Ternate. *Jurnal Manajemen STIE Muhammadiyah Palopo*, 7(2), 1. <https://doi.org/10.35906/jurman.v7i2.720>
- Safnal Rasyad Kabu, Rudianto, & Priadi, R. (2020). Kompetensi Komunikasi Pimpinan Terhadap Kinerja Pegawai Di Kementerian Agama Kabupaten Nias Utara. *Persepsi: Communication Journal*, 3(1), 12-22. <https://doi.org/10.30596/persepsi.v3i1.4370>
- Saragi, D. D., Suhada, S., & Sari, P. S. (2021). Pengaruh Komunikasi dan Lingkungan Kerja Terhadap Kinerja Pegawai Pada Dinas Perdagangan Provinsi Sumatera Selatan. *Jurnal Media Wahana Ekonomika*, 18(1), 55. <https://doi.org/10.31851/jmwe.v18i1.5582>
- Shapiro, L. E. (2001). *Mengajarkan Emosional Inteligensi pada Anak* (A. T. Kentjono (trans.);

Cet. IV). Gramedia Pustaka Utama.

Sinurat, F. V. E., Barutu, W., Arifin, M., Tobing, R. B. L., & Sihombing, S. (2020). Pengaruh Kompetensi Komunikasi, Kecerdasan Emosional Dan Budaya Organisasi Terhadap Kinerja Pegawai (Studi Pada Badan Pendapatan Daerah Kabupaten Dairi). *JRMB (Jurnal Riset Manajemen & Bisnis)*, 5(2), 206–213. <https://doi.org/10.30743/jrmb.v5i2.3322>

Sugiyono. (2018). Metode Penelitian Kuantitatif, Kualitatif, dan R & D. Alfabeta.

Sugiyono. (2019). Metode Penelitian Kuantitatif, Kualitatif R&D. Alfabeta.

Sugiyono. (2022). Metode Penelitian Kuantitatif. Alfabeta.

Syeikh, S., MS, M. Z., & Pamungkas, B. (2024). Pengaruh Lingkungan Kerja dan Budaya Organisasi, Terhadap Motivasi serta Dampaknya pada Kinerja Guru Madrasah Aliyah. *Ekonomis: Journal of Economics and Business*, 8(1), 607. <https://doi.org/10.33087/ekonomis.v8i1.1600>

Tanjung, R., Romi, H. A., & Firmansyah, F. (2023). Pengaruh Motivasi, Komunikasi, Komitmen Organisasi, Dan Lingkungan Kerja Terhadap Kinerja Karyawan Pt. Dharma Pacific Engineering. *Manajerial Dan Bisnis Tanjungpinang*, 6(1), 69–80. <https://doi.org/10.52624/manajerial.v6i1.2385>

Waru, A. P. D. T., Andriani, R., & Janah, Y. (2023). Pengaruh Komunikasi Internal Terhadap Kinerja Karyawan PT.XYZ. *Jurnal Mahasiswa Kreatif*, 1(3), 34–42. <https://doi.org/10.59581/jmk-widyakarya.v1i3.227>

Wibowo. (2013). Perilaku dalam Organisasi. PT Raja Grafindo Persada.

Widagdo, S., & Handayani, Y. I. (2020). Riset Kuantitatif Manajemen Sumberdaya Manusia. Mandala Press.

Widagdo, S., Maulyda, M. A., & R, K. (2020). Penilaian Kinerja, Budaya Kerja & Kepemimpinan Optimalisasi Peningkatan Kinerja Guru. In Mandala Press.

Widyanti Ula, N. (2020). Analisis Pengaruh Kecerdasan Emosional Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Pada Karyawan Divisi Produksi Pt. Iksg. *Jurnal Ilmu Manajemen (JIM)*, 8(2), 1–9.