

Effect of Organizational Commitment and Emotional Intelligence on Performance through Job Satisfaction in PT Inkote Indonesia

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Article History

Received: 04.07.2018

Accepted: 15.07.2018

Published: 30.07.2018

DOI:

10.36347/sjebm.2018.v05i07.012



Abstract: This study aims to analyze organizational commitment and influence of emotional intelligence on employee performance simultaneously and partially and analyze the organization's commitment and emotional intelligence on the performance of employees through job satisfaction. The study was conducted on the employees of PT. Inkote Indonesia. The sampling technique using saturated samples involving 73 people. Analysis of data using path analysis. The results showed that the influence of emotional intelligence and organizational commitment to employee performance through employee satisfaction is greater than the direct effect so that it can be said, not as an intervening variable.

Keywords: organizational commitment, emotional intelligence, job satisfaction, employee performance.

INTRODUCTION

Employees who work at a company holds a very important role in developing the organization. The employee must have a good performance in their daily work. Employee performance is the result of employees who can be seen both in terms of quantitative or based on the quantity as the number of days, the number of work units and the number of targets and based on aspects of qualitative aspects, namely the extent to which employees can finish the job with a certain quality. The better the employee complete the job it is expected that the organization can achieve its purpose well.

Employee performance is heavily influenced by factors originating from within or from outside employee employees. Previous research states that emotional intelligence has a positive effect on employee performance means the better management of human emotion on the expected performance of employees would also be good [1]. The same thing was also investigated by Pervez [2] states that there is an influence of emotions on employee performance. The study was conducted on the employees in the state of Pakistan.

Another factor affecting the performance of employees is employee satisfaction. Job satisfaction significantly affects the performance of employees. The higher the job satisfaction of the expected performance of employees will also increase [3]. Employee satisfaction with regard to the level of fulfillment of the expectations of the employees in

working as viewed from the wages or salary, use within applicable regulations and so on.

LITERATURE REVIEW

Performance

Understanding performance by Siswanto [4] states that the performance is the result of the quality and quantity of work achieved in executing tasks and assignments given to him.

Rival [5] says that the performance of a real behavior that is displayed every person as an achievement. Work produced by employees in accordance with its role within the company. The results of the work or activities of an employee in quality and quantity within an organization to achieve the objectives in carrying out the tasks and work assigned to him.

Meanwhile, according to Mathis [6] as indicators for assessing the performance or achievements of employees is as follows:

- The quantity of work, namely the volume of work generated under normal conditions.
- Quality work, which can be a neatness accuracy and relevance of results not ignore the volume of work.
- Utilization of time, namely the use of working time adapted to the discretion of the company or government agency.
- Cooperation, which is the ability to handle relationships with others at work.

Organizational Commitment

Robbins [7] states that job satisfaction is the entity that is coordinated social conscious, with a relatively identifiable boundary, which is working on a relatively continuous basis to achieve a common goal or group of destinations.

Job satisfaction according to Meyer *et al.*, in Yustina [8] is the degree of the extent of the involvement of a person in the organization and the strength of his identification with a particular organization.

Job satisfaction therefore characterized by three things: (1) A strong belief in organization and acceptance of the purpose-purpose and values of the organization (2) a strong desire to maintain a strong relationship with the organization and (3) readiness and willingness to a handed effort in the interest of the organization.

While Robbins [9] suggested that employee commitment to the organization is one attitude that reflects the feeling of like or dislike an employee of the organization where he works. Job satisfaction showed a power from within oneself in identifying his involvement in an organization.

Job satisfaction is a process within the individual to identify themselves with value-value, rules and goals-purpose organization that not only as a passive loyalty to the organization, so that implies commitment employee relations and organizations actively.

Emotional Intelligence

Mayer and Solovey [10] suggest that emotional intelligence as the ability to monitor and control their feelings of themselves and others and use those feelings to fuse thought and action. While Patton [11] suggests emotional intelligence is an important thing to control his emotions that employees in the work.

Baron [12] mentioned that there is a character of emotional intelligence is the ability to recognize their own feelings and the feelings of others, the ability to motivate yourself, the ability to process emotions well in ourselves and others. Emotion is very often we experience in life. We assume that feelings of anger, fear, sadness, pleasure, hate, love, excited, bored, and so are as a result of or just simply our response to the events that happen to us.

Salovey and Mayer [13] defines emotional intelligence as the ability to monitor and control their feelings of themselves and others, and use those feelings to guide thought and action. So the notion of emotional intelligence is the ability to recognize emotions themselves, managing emotions, motivating oneself, recognizing emotions in others and build relationships with other people who are used to achieve goals, build productive relationships and success.

Aspects of emotional intelligence that is [13]:

- Recognizing emotions; recognize emotions are the basis of intelligence
- Emotional; conventionally defined emotional intelligence as the ability of individuals to think and act in a focused, as well as manage and control the use of the term environment is effectively self-awareness refers to a person's introspective attention and reflect on ourselves will experience.
- Managing emotions; managing emotions means dealing with feelings that can be expressed appropriately. Ability to manage emotions is a skill that relies on self-awareness, which includes the ability to entertain themselves, release anxiety, moodiness or offense. People who have this skill was able to bounce back, while those whose ability in this area is bad then will continue to fight against his feelings.
- Motivate yourself; Ability to manage emotions is a skill that relies on self-awareness, which includes the ability to entertain themselves, release anxiety, moodiness or offense Motivating yourself can mean that people are able to get up and motivated to change. People who have these skills are not lying in a failure and easily satisfied with his work, but keep trying to improve himself. Self-control or restraint on satisfaction and controlling impulses become the cornerstone of success in various fields [14].

Job Satisfaction

Job satisfaction according to Martoyo [15], essentially a psychological one aspect that reflects one's feelings toward his work, he will be satisfied with the fit between the capabilities, skills, and expectations with the job he faced. Satisfaction is actually a condition that is subjective is the result of conclusions based on a comparison of what is received by

employees from their jobs compared with the expected, desired, and thinking as being inappropriate or entitled to it. While every employee/employee subjectively determine how the work was satisfactory.

According to Tiffin [16] in As'ad [17] job satisfaction is closely related to the attitude of employees toward his own work, the work situation, cooperation between leaders and employees. Meanwhile, according to Blum [18] in As'ad [17] suggests that job satisfaction is the general attitude is the result of some special attitude towards factors - factors work, adjustment and individual social relationships outside of work.

The higher the perceived assessment of the activities in accordance with the desire of individuals, the higher the satisfaction with the activity. So the outline of job satisfaction can be defined as a pleasant or unpleasant in which employees view his work.

Nelson and Quick [19] revealed that job satisfaction is affected by five specific dimensions of work, namely the salary, the job itself, promotion, supervision, and co-workers.

- Salary: the amount of wages received and the degree to which this can be considered as an acknowledgment is it appropriate than others in

the organization. Employees view salary as a reflection of how management consider their contribution to the company.

- Promotion is the factor associated with the presence or absence of the opportunity to gain career advancement during the work. This is an opportunity that has a different effect on job satisfaction.
- Supervision of an employer's ability to provide technical assistance and support behavior to subordinates who experience problems at work.
- A colleague is a tool in which a co-worker, intelligent and socially supportive is the factor that relates to the relationship between employees and other employees his superiors and with either the same or a different type of work.

RESEARCH METHODS

Research Design

This research uses explanatory analysis approach. This means that each of the variables presented in the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable. Relationships between variables can be described in terms of the path analysis diagram as follows:

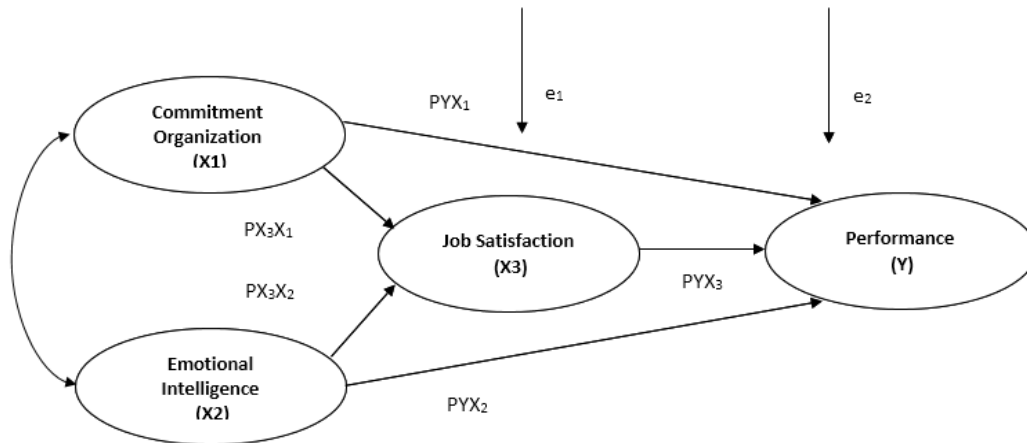


Fig-1: Design Research

Population and Sample Research

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions [20]. Samples were towing the majority of the population to represent the entire population [21].

The sample used by the author in this study are employees of the company. Inkote Indonesia. The total number of employees by 73 people. The number

of employees fully involved in this study. So that this sampling method saturated samples.

Data Collection Technique

To obtain a concrete and objective data it must be conducted research on the problems examined through primary data. Primary data is data obtained directly from the research object, In this case, primary data obtained from field research is the method of data collection do research premises directly on the object of study in question.

Quality Test Data

The questionnaire will be used in research, to produce a valid and reliable instrument first tested the validity and reliability of the instrument. According to Sugiyono [22] "Validity is a state that describes the level of the relevant instruments able to measure what should be measured". While reliability is a value indicating a measure of consistency in measuring the same symptoms [23]. By using a valid and reliable

instrument, it is expected that the results will be valid and reliable.

RESULTS AND DISCUSSION

Effect of emotional intelligence and organizational commitment to employee performance

Linear analysis model can be based on calculations using SPSS program as follows.

Table-1: Results of the analysis of the first equation

Coefficients ^a						
Model		Coefficients unstandardized		Standardized coefficients Beta	t	Sig.
		B	Std. Error			
1	(Constant)	16.382	3,031		5.404	,000
	COMMITMENT	,462	,094	,497	4,937	,000
	INTELLIGENCE	,170	,080	,214	2,123	,037

a. Dependent Variable: PERFORMANCE

Based on the tables above, the simultaneous structural equations can be described as follows

$$Y = 0,497X1 + 0,214X2$$

F count can be obtained from the following table

Table-2: Calculate the F value equations simultaneously

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	392.375	2	196.188	14.422	,000b
	Residual	952.255	70	13.604		
	Total	1344.630	72			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), INTELLIGENCE, COMMITMENT

Based on the above table it is known that the calculated F value of 14.422 and significance of 0.05. This value is less than 0.05. This means that the variable organizational commitment and emotional

intelligence affects the performance of employees simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.

Table-3: Values r squared regression model first

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,540A	,292	,272	3.68831	1.237

a. Predictors: (Constant), INTELLIGENCE, COMMITMENT
b. Dependent Variable: PERFORMANCE

Based on the above table it is known that the value of r squared by 29.2% meaning that the variable organizational commitment and emotional intelligence affects the performance of employees by 29.2% while the rest influenced by other variables that are not incorporated into the model equations.

Analysis of the influence of organizational commitment to employee performance partially

The analysis results of organizational commitment to employee performance can be partially seen in the following table.

Table-4: Results of the analysis of the second regression equation

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.071	2,544		7.889	,000
	COMMITMENT	,462	,096	,496	4.816	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,496X1$$

Based on the chart above analysis it is known that the coefficient of organizational commitment at

0.496. T value of 4.816. The significant value of 0.00. The significance value smaller than 0.05. This means that variables influence organizational commitment to employee performance partially. The magnitude of the effect of organizational commitment on employee performance can be seen in the following table.

Table-5: Values r squared second equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,496a	,246	,236	3.77833

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r squared value of 24.6%. This means that the effect of variable organizational commitment to employee performance by 24.6% and the rest influenced by other variables not included in the model equations.

Analysis of the influence of emotional intelligence on the performance of employees partially

The results of the analysis of the effect of emotional intelligence on the partial performance can be seen in the following table.

Table-6: Results of the analysis of the third regression equation

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	28.469	2,060		13.820	,000
	INTELLIGENCE	,169	,092	,213	1,835	,050

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,213X2$$

Based on the chart above analysis it is known that emotional intelligence coefficient of 0.213. T

value of 1.835. The significance value of 0,050. The significance value smaller than 0.05. This means that the emotional intelligence variables affect the performance of employees partially. The magnitude of the effect of emotional intelligence on the performance of employees can be seen in the following table.

Table-7: The second equation r squared

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,213a	,045	,032	4.25220

a. Predictors: (Constant), INTELLIGENCE

Based on the above table it can be seen r squared value of 0.045. This means that the influence of emotional intelligence variables on the performance of employees by 4.5% and the rest influenced by other variables not included in the model equations.

Analysis of the effect of job satisfaction on employee performance partially

The results of the analysis of the effect of job satisfaction on employee performance can be partially seen in the following table.

Table-8: Results of the fourth regression equation analysis

Coefficientsa						
Model		Coefficients unstandardized		standardized Coefficients	t	Sig.
		B	Std. Error	beta		
1	(Constant)	20.987	2.237		9.383	,000
	SATISFACTION	,490	,096	,517	5,083	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data can be seen as follows

$$Y = 0,517X3$$

Based on the chart above analysis it is known that job satisfaction coefficient of 0.517. T value of

5.083. The significant value of 0.00. The significance value smaller than 0.05. This means that job satisfaction variables affect the performance of employees partially. The magnitude of the effect of job satisfaction on employee performance can be seen in the following table.

Table-9: Values r squared fourth equation

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,517a	,267	,256	3.72638

a. Predictors: (Constant), SATISFACTION

Based on the above table it can be seen r squared value of 0.267. This means the effect of job satisfaction variables on the performance of employees is 26.7% and the rest influenced by other variables not included in the model equations.

Analysis of the influence of organizational commitment to employee performance through variable job satisfaction

Coefficient influence organizational commitment to employee performance through job satisfaction can be seen in the following table.

Table-10: The effect of organizational commitment on job satisfaction

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.543	2,881		4,701	,000
	COMMITMENT	,352	,109	,359	3.241	.002

a. Dependent Variable: SATISFACTION

Based on the above table it can be seen that the effect of organizational commitment on employee performance is 0.496. The influence of organizational commitment to employee performance through job satisfaction is $0,359 \times 0,517 = 0.186$. In this case, the direct effect is greater than the indirect effect so that it can be said, not as an intervening variable.

Analysis of the influence of emotional intelligence on the performance of employees through job satisfaction variables

The coefficient of emotional intelligence on the performance of employees through job satisfaction can be seen in the following table.

Table-11: The coefficient of an influence of emotional intelligence on job satisfaction

Coefficientsa						
Model		Coefficients unstandardized		Standardized coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.347	2,182		8.868	,000
	INTELLIGENCE	,157	,098	,187	1,603	,113

a. Dependent Variable: SATISFACTION

Based on the above table it can be seen that the direct effect of emotional intelligence on job satisfaction is 0.213. While the influence of emotional intelligence on the performance of employees through

job satisfaction is $0,187 \times 0,517 = 0.097$. In this case, the direct effect is greater than the indirect effect so that it can be said, not as an intervening variable.

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION

Variable organizational commitment and emotional intelligence affect the performance of employees simultaneously. Calculated F value of 14.422 and significance of 0.05. This value is less than 0.05. R squared value by 29.2% meaning that the variable organizational commitment and emotional intelligence affects the performance of employees by 29.2% while the rest influenced by other variables that are not incorporated into the model equations.

Variables influence organizational commitment to employee performance partially. T value of 4.816. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 24.6%. This means organizational commitment variables influence employee performance by 24.6% and the rest influenced by other variables not included in the model equations.

Emotional intelligence variables affect the performance of employees partially. T value of 1.835. The significance value of 0,050. The significance value smaller than 0.05. R squared value of 0.045. This means that the influence of emotional intelligence variables on employee satisfaction 4.5% and the rest influenced by other variables not included in the model equations.

Job satisfaction variables affect the performance of employees partially. T value of 5.083. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.267. This means that the effect of variable commitment to employee satisfaction and the remaining 26.7% is influenced by other variables that are not incorporated into the model equations.

The influence of organizational commitment to employee performance is 0.496. The influence of organizational commitment to employee performance through job satisfaction is $0,359 \times 0,517 = 0.186$. In this case, the direct effect is greater than the indirect effect so that it can be said, not as an intervening variable.

The direct effect of emotional intelligence on employee satisfaction is 0.213. While the Influence of emotional intelligence on the performance of employees through job satisfaction is $0,187 \times 0,517 = 0.097$. In this case, the direct effect is greater than the indirect effect so that it can be said, not as an intervening variable.

RECOMMENDATIONS

Companies need to pay attention to the organization's commitment to boost the performance of their employees at work. The commitment can be enhanced by giving confidence to the employees that

work at the company is a choice that must be fought because they earn revenue from the company. Employees also should believe that work at the company is the right choice so that they can advocate for themselves in the company.

Employees also need to train intellectual emotions. Emotional intelligence can be improved by frequent training on emotional intelligence. Employees who have good emotional intelligence they will be able to control themselves properly, can work well and have a high tolerance. Emotional intelligence can also be improved by training to manage emotions.

Also needs to be improved employee satisfaction by fulfilling the wishes of employees against the income/salary, non-salary, and communication between employees. Satisfaction is not only got of income received by employees. Therefore satisfaction of other non-financial is also noteworthy.

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