

## Research Article

## Effect of Emotional Intelligence on Job Satisfaction and Organizational Commitment and Its Impact on Employee Performance (A Case Study of Work Unit of Aceh Jaya District, Aceh Province, Indonesia)

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**Article History**

Received: 08.02.2020

Accepted: 21.02.2020

Published: 29.02.2020

**Journal homepage:**<https://www.easpublisher.com/easjebm>**Quick Response Code**

**Abstract:** The aim of research is to investigate the effect of emotional intelligence on the performance of employees directly and indirectly through job satisfaction and organizational commitment. The sampling technique used simple random sampling, with sample size of 140 employees at Aceh Jaya District's Work Unit (SKPK). The Analytical technique used in this study is path analysis and sobel test. The outcome indicated that emotional intelligence has positive and significant effect on job satisfaction, organizational commitment, and employee performance. Meanwhile, indirectly, emotional intelligence has positive but not significant effect on employee performance through job satisfaction and organizational commitment.

**Keywords:** Emotional Intelligence, Job Satisfaction, Organizational Commitment, and Employee Performance

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### INTRODUCTION

Every organization in order to obtain good performance required good quality of human resources, not exception for organizations in work unit district Aceh Jaya. In carrying out its main duties and functions, all work unit in the district of Aceh Jaya require employees who are reliable in order to carry out the main task and function optimally in order to achieve the vision and mission that has been set so that the organization's performance can be achieved well. Therefore, the performance of each employee is needed so that the vision and mission that have been established can be realized. Employee performance is a very important factor for the progress of an organization, with the presence of employees who have good performance then an organization can maintain the existence and support success in achieving organizational goals (Hasibuan, 2003).

The performance of an employee will be optimal if the employee is satisfied with his work, when job satisfaction has been obtained by an employee then the employee will increase productivity so that will have an impact on the performance of the employee (Greenberg & Baron, 2003). Johan (2002) argues that when an employee feels satisfaction in working, the

employee will do everything possible with all his ability to improve productivity and performance optimally.

Each organization, not exception organizations in work unit district Aceh Jaya should give attention to employee job satisfaction, high job satisfaction greatly affect the positive and dynamic working conditions so as to provide tangible benefits, not only for the organization but also for employees within the organization.

Another thing that should be considered is employee commitment because it has an influence on employee performance. Employees who are committed to the organization have the potential to improve performance both individually, group and organization. Employees with high organizational commitment will provide maximum effort voluntarily for organizational progress, such as striving to achieve organizational goals and safeguarding organizational values and participating and actively engaging organizations (Yuwono & Putra, 2005).

In addition to both variables above, individual emotional intelligence can also affect employee performance. According to Patton (1998) in Goleman (2001), emotional intelligence acts as the main capital

in self-control so that it can produce good performance. Furthermore, Goleman (2001) states that employees with high emotional intelligence will result in better performance that can be seen from how the quality and quantity given to the organization's employees.

Based on the description that has been described, it is necessary to do research that is empirical in order to explain the effect of emotional intelligence on job satisfaction and organizational commitment and its impact on employee performance of work unit district Aceh Jaya.

## LITTERATUE REVENUE

### Employee Performance

Performance is the result of work in quality and quantity achieved by a person in performing tasks in accordance with the responsibilities given to him (Mangkunegara, 2009). According Torang (2013), performance is the quantity and quality of the work of individuals or groups within the organization in carrying out the main tasks and functions that are guided by norms, standard operating procedures, criteria and measurements that have been set.

Robbins (2006) revealed that performance is a measure of work that describes the extent to which a person's activities in carrying out tasks and strive in achieving the goals set. Meanwhile, according to Moehariono (2009), performance is a description of the level of achievement of the implementation of an activity or policy program in realizing the goals, objectives, vision, and mission of the organization as outlined through strategic planning of an organization.

### Organizational Commitment

Organizational commitment is the degree to which an employee identifies himself/herself with a particular organization and its purpose and wishes to maintain its membership within the organization (Robbins & Judge, 2008). Steers (1985) in Robbins & Judge (2008) defines organizational commitment as a reflection of a sense of identification (trust in organizational values), involvement (willingness to do the best for the organization) and loyalty (the desire to remain a member of the organization concerned) declared by an employee of the organization.

According to Mowday et al. (1979), organizational commitment is a relative strength of the individual in identifying his or her involvement in the organization, which is characterized by three things: the employee's acceptance of organizational values and objectives, the readiness and willingness of employees to earnestly attempt on behalf of the organization, and the desire of employees to maintain membership in the organization.

### Job Satisfaction

Job satisfaction is a feeling that supports or does not support the self-employee associated with his job or with his condition (Mangkunegara, 2013). According to Rivai (2009), job satisfaction is an evaluation that describes a person for feelings of pleasure or displeasure, satisfied or dissatisfied in working.

Robbins & Judge (2008) suggests that job satisfaction is a positive feeling about someone's work that is the result of an evaluation of its characteristics. A person with a high level of job satisfaction has positive feelings about the job, while an unsatisfied person has negative feelings about the job. According Hariandja (2009), job satisfaction is one important element in the organization. This is caused job satisfaction can affect work behavior such as lazy, diligent, productive, and others, or have relationships some types of behavior that is very important in the organization.

### Emotional Intelligence

Salovey and Mayer (1990) in Wong and Law (2002) defines emotional intelligence as part of social intelligence that involves the ability to monitor the emotional feelings of oneself and others, to differentiate between them and use that information to guide one's thoughts and actions.

According to Cooper dan Sawaf (1998) in Goleman (2001), emotional intelligence is the ability to perceive, comprehend, and selectively apply the power and emotional sensitivity as a source of energy from human influences. Meanwhile, according to Goleman (2001), emotional intelligence is an emotional ability that includes the ability to control yourself, have endurance when faced with a problem, controlling stimulation, motivate yourself, set the mood, and the ability to empathize and build relationships with others.

## RESEARCH METHODS

The research that used Multiple Linier Regression model and Path Analysis and SPSS Software as an analytically statistical tool and data processing. The research employed 215 employees and 140 employees as the research population and sample, consecutively. The sample selection is based on simple random sampling technique. The Path analysis is an analytical technique to particularly determine the direct influence, indirect influence (the influence that occurs between independent variables to the dependent variable through the intervening variable), and the total influence of an independent variable to the dependent variable (Streiner, 2005).

## RESULTS AND DISCUSSION

### Results:

The outcome of research that indicated the causal relationship either directly or indirectly among

research variables can be summarized on the Table 1 as follows:

Table I: Outcome of Regression and its Direct and Indirect Relationship

Result	Direct	Indirect	Total
X → Y1	0,694		
X → Y2	0,251		
Y1 → Z	0,025		
Y2 → Z	0,247		
X → Z	0,804		
X → Y1 → Z		0,017	
Total X → Z			0,821
X → Z	0,804		
X → Y2 → Z		0,062	
Total X → Z			0,866

X = Emotional Intelligence; Y1 = Job Satisfaction; Y2 = Organizational Commitment; Z = Employee Performance

### DISCUSSIONS:

#### The Effect of Emotional Intelligence on Job Satisfaction

Emotional intelligence has a positive and significant effect on job satisfaction, it can be seen from regression coefficient value of 0.694 and significant value that is 0,000 ( $\leq 0,05$ ). It shows that the emotional intelligence possessed by employees can increase job satisfaction.

#### The Effect of Emotional Intelligence on Organizational Commitment

Emotional intelligence has a positive and significant influence on organizational commitment, it can be seen from the regression coefficient value of 0.251 with a significant value of 0.003 ( $\leq 0,05$ ). It shows that the emotional intelligence possessed by employees can increase employees' commitment to the organization.

#### The Effect of Emotional Intelligence on Employee Performance

Emotional intelligence has a positive and significant effect on employee performance, it can be seen from the regression coefficient value of 0.804 with a significant value of 0.000 ( $\leq 0,05$ ). It shows that the emotional intelligence possessed by employees improves its performance.

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

Job satisfaction has positive but not significant effect on employee performance, it is seen from regression coefficient value equal to 0,025 with significant value equal to 0,763 ( $> 0,05$ ). It shows that job satisfaction perceived by employees can improve its performance.

#### The Effect of Organizational Commitment on Employee Performance

Organizational commitment has a positive and significant impact on employee performance, it can be seen from the regression coefficient value of 0.247 with a significant value of 0.000 ( $< 0,05$ ). It shows that employees' commitment to the organization can improve their performance.

#### The Effect of Emotional Intelligence on Employee Performance Through Job Satisfaction

Emotional intelligence indirectly have positive but not significant effect on employee performance through job satisfaction, it can be seen from coefficient value of 0,017 and z-value value equal to 0,297 ( $< 1,96$ ). It shows that with the existence of high job satisfaction in employees, and then emotional intelligence will also have an effect on the performance of employees in an organization.

In other words, the performance of employees can be influenced by emotional intelligence indirectly through job satisfaction. However, the role of job satisfaction as a mediation variable has no more contribution to the influence between emotional intelligence on employee performance, because the influence of emotional intelligence on employee performance is more dominant than direct influence of indirect influence through job satisfaction.

#### The Effect of Emotional Intelligence on Employee Performance Through Organizational Commitment

Emotional intelligence indirectly has a positive and significant effect on employee performance through organizational commitment, it can be seen from the coefficient value of 0,062 and z-value value 2,412 ( $> 1,96$ ). It shows that with the commitment of employees

to the organization, and then emotional intelligence will also have an effect on the performance of employees in an organization.

In other words, employee performance can be influenced by emotional intelligence indirectly through organizational commitment. However, the role of organizational commitment as a mediation variable has no more contribution to the influence between emotional intelligence on employee performance, because the influence of emotional intelligence on employee performance is more dominant than direct influence of indirect influence through organizational commitment.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

1. Emotional intelligence has a positive and significant effect on job satisfaction. In other words, if employees of that Work Units have emotional intelligence, then the job satisfaction felt by employees will increase.
2. Emotional intelligence has a positive and significant effect on organizational commitment. In other words, if employees of the Agencies have emotional intelligence, then the employee's commitment to the organization will increase.
3. Emotional intelligence has a positive and significant effect on employee performance. In other words, if employees have emotional intelligence, then the performance of employees will also increase.
4. Job satisfaction has positive but not significant effect on employee performance. In other words, if employees have a high level of job satisfaction, then the performance of employees will also increase. However, the role of job satisfaction in improving employee performance has no significant contribution.
5. Organizational commitment has a positive and significant effect on employee performance. In other words, if employees of the Agencies have a high commitment to the organization, then the performance of employees will also increase.
6. Emotional intelligence indirectly affects positively but not significantly to the performance of employees through job satisfaction. In other words, when employees has good emotional intelligence, it will increase job satisfaction so that it will have an impact on the performance of employees.

Emotional intelligence indirectly has a positive but insignificant effect on employee performance through organizational commitment. In other words, when employees of Work Unit have good emotional intelligence, it will increase employees' commitment to the organization so that it will affect employee performance.

### Recommendations

1. Emotional intelligence can affect job satisfaction and employee commitment to the organization, therefore it is important for each the Work Unit to improve the emotional intelligence of its employees. There are many things that can be done by each agency in order to improve the emotional intelligence of employees, one of which is to involve all employees in a work meeting.

If every head of the institution in the Unit wants to improve the performance of its employees, the emotional intelligence, job satisfaction, and employee commitment to the organization need to be considered. When emotional intelligence, job satisfaction, and organizational commitment have been owned by an employee, then the performance of employees will be better. It will also affect the performance of agencies, because the performance of each employee is a very important factor for an agency in the achievement of objectives and targets that have been set. There are many things that can be done by each Work Unit in order to increase job satisfaction and commitment of employees to the organization, such as: provide appropriate compensation, provide facilities and adequate facilities, provide a conducive working environment, and so forth.

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