

## THE ROLE OF JOB SATISFACTION MEDIATES THE EFFECT OF EMOTIONAL INTELLIGENCE ON ORGANIZATIONAL COMMITMENTS

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**ABSTRACT:** *The purpose of this study was to determine the role of job satisfaction mediating the effect of emotional intelligence on organizational commitment. The study was conducted in the LPD of Pecatu Indigenous Village. the population in this study were employees of the Village Credit Institution, amounting to 49 people. The sampling technique used in this study was a saturated sampling technique with 49 respondents as samples. Data collection methods in this study used interviews and questionnaires. The analysis technique used is path analysis. The results of the analysis show that emotional intelligence has a positive and significant effect on organizational commitment, emotional intelligence has a positive and significant effect on job satisfaction, job satisfaction has a positive and significant effect on organizational commitment and job satisfaction is a mediating variable of the effect between emotional intelligence on organizational commitment.*

**Keywords:** *emotional intelligence. organizational commitment, job satisfaction*

### I. INTRODUCTION

Employees with high emotional intelligence will be able to develop strategies to overcome any consequences that are likely to arise. Emotional intelligence consists of an ability to recognize emotional recognition and emotional control. A company really needs emotional intelligence from every employee, because a person's emotional intelligence can increase the level of employee job satisfaction (Mahdani et al., 2017). It is believed that a worker with high emotional intelligence will have great job satisfaction (Batool et al., 2017)

Job satisfaction is an individual thing because job satisfaction is the extent to which people like (satisfaction) or their dislike of their work. Job satisfaction is one of the important and widely researched problems in the field of organizational behavior (Kowey, 2016). Satisfaction is an evaluation that describes someone's feeling of being happy or not happy, satisfied or dissatisfied at work (Rivai and Sagala, 2010: 51). Job satisfaction can be understood in terms of relationships with other key factors, such as general welfare, workplace stress, workplace control, and working conditions (Tomažević et al., 2014)

Job satisfaction is an attitude that workers have that shows their reaction to the amount of appreciation received and the amount they believe they should receive. An employee who does not get satisfaction in his work will never reach psychological maturity, and in the end will experience frustration due to depression. Employees who are satisfied with their work tend to be more cheerful, friendly, responsive so that valued by employees and satisfied employees will not easily change jobs (Robbins & Judge, 2015: 49)

Chandra et al. (2015) said that employees who were satisfied with their work tended to be more active, creative, innovative, loyal and flexible towards their work would have a desire to be loyal to the organization. Employees are said to be more committed in providing services to consumers if they are satisfied with work and are given opportunities for a career. Auda (2018) found that job satisfaction mediates the effect of emotional intelligence and organizational commitment.

Village Credit Institutions (LPD) as one of several existing non-bank microfinance institutions. LPD is the provision of financial services that are social, from the community and for the community back. LPD also serves Pakraman villagers to save funds and distribute credit and loans to Pakraman villagers, which are adjusted to local rules and regulations. Pecatu Indigenous Village LPD is one of the Village Credit Institutions owned by KeramaPecatu Indigenous Village located in Pecatu Village. The Pecatu Indigenous Village Credit Institute started its business with 5 main business sectors namely savings, deposits, sibermas, credit and online services.

Through pre-research with the method of observation and interviews of 4 LPD Indigenous Village staff in the Pecatu Village in the field of Civil Service, General Kabag, field funding staff and credit development staff can be found indicative of the low level of organizational commitment of employees. The low level of organizational commitment is due to poor communication between superiors and employees where superiors are unable to motivate subordinates to work optimally. In addition, the company's attitude that is not fair with employees can be seen from the imbalance between workload and employee benefits provided.

Inadequate rewards will disturb employees, and as a result there is no employee passion to work so job satisfaction will decrease and employees also tend to have low commitment to the organization where they work. The low organizational commitment in the LPD of Pecatu Indigenous Village is not immune from the lack of emotional intelligence, which is characterized by a lack of employee understanding in managing the emotions that are in him as well as a lack of employee understanding in understanding the emotions that exist in his coworkers. Work solidarity in a team is very much needed to prevent employee stress due to overlapping workloads.

## II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Mulyana et al. (2015), states that emotional intelligence directly and positively effects organizational commitment. Employees with high emotional intelligence are more committed to their organizations (Rachmelya and Suryani, 2017). Auda (2018) said that there was a positive and significant effect between emotional intelligence and organizational commitment because if an employee could not control his emotions properly it meant that the employee did not have high organizational commitment. Amjad (2018) and Shafiq and Akram Rana (2016) state that emotional intelligence has a positive and significant effect on organizational commitment. Based on the results of previous studies the following research hypotheses can be drawn:

H1: Emotional intelligence has positive and significant effect on organizational commitment

Sukmawati and Gani (2014), said that emotional intelligence has a significant and positive impact on job satisfaction. Nwankwo (2015), in his research said that emotions play a role in job satisfaction, a manager with high emotional intelligence is more satisfied with their work compared to managers who have a low level of emotional intelligence. Employees with high emotional intelligence will have higher job satisfaction too and their chances of leaving the company are lower compared to employees who have low job satisfaction (Hamid, 2016). Rachmelya and Suryani (2017), emotional intelligence has a significant positive effect on job satisfaction. Ashraf et al. (2014), states that emotional intelligence has a strong relationship with job satisfaction. Based on the results of previous studies the following research hypotheses can be drawn:

H2: Emotional intelligence has positive and significant effect on job satisfaction.

Increased job satisfaction in business will certainly increase organizational commitment. Before having organizational commitment an employee must be satisfied in his work where job satisfaction has a significant effect on organizational commitment. Job satisfaction is an early sign of organizational commitment (Arati, 2017). Maha et al. (2016), Eliyana et al. (2019), Ismail (2016) and Setiawan and Gunawan (2019) said that job satisfaction had a positive and significant effect on organizational commitment. Based on the results of previous studies the following research hypotheses can be drawn:

H3: Job satisfaction has a positive and significant effect on organizational commitment.

Adelina (2017) says that job satisfaction mediates the effect of emotional intelligence on organizational commitment. Job satisfaction is a mediating effect of emotional intelligence on organizational commitment (Auda, 2018). Vratskikh et al. (2016), Yuan et al. (2014), Kumari and Priya (2017), Sarawati and Johar (2014) said that job satisfaction mediates the effect of emotional intelligence on organizational commitment. Based on the results of previous studies the following research hypotheses can be drawn:

H4: Job satisfaction mediates the effect of emotional intelligence on organizational commitment.

## III. METHODS

This research was conducted in the LPD of Pecatu Indigenous Village, located on Jl. Raya UluwatuPecatu Km. 5 UluwatuKec. Kuta Selatan, Kab. BadungThe reason for this research was conducted at the LPD of Pecatu Indigenous Village that found internal company problems related to job satisfaction and employee commitment. The reduced level of job satisfaction and organizational commitment does not escape the lack of emotional intelligence that employees have

The population in this study were employees of the Village Credit Institution, amounting to 49 people. The sampling technique used in this study is the saturation sampling technique because all members of the population allow it to be sampled. So, the sample in this study amounted to 49 employees.

The data analysis technique used in this study is the path analysis technique. Path analysis is an extension of the application of multiple linear regression analysis to predict causality relationships between variables.

### Path Analysis Results

In this study, path analysis techniques are used to see the effect of causal relationships of each exogenous variable consisting of emotional intelligence on endogenous variables consisting of job satisfaction and organizational commitment.

**Table 1. Results of Path Analysis I**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.565	0.421		3.719	0.001
Emotional intelligence	0.495	0.119	0.520	4.177	0.000
R <sup>2</sup> : 0,271					

Primary Data, 2019

Based on the results of the path analysis in Table 1, the structural equation can be formulated as follows.

$$M = 0.520 X + e1$$

Structural equation can be interpreted, namely: Variable emotional intelligence has a coefficient of 0.520 means emotional intelligence has a positive effect on job satisfaction, this means that when emotional intelligence increases, satisfaction.

**Table 2. Results of Path Analysis II**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.021	0.495		0.043	0.966
Emotional intelligence	0.344	0.144	0.291	2.393	0.021
Job satisfaction	0.639	0.151	0.515	4.237	0.000
R <sup>2</sup> : 0.505					

Primary Data, 2019

Based on the results of the path analysis in Table 2, the structural equation can be formulated as follows:

$$Y = 0.291X + 0.515M + e2$$

The structural equation can be interpreted, namely the variable emotional intelligence has a coefficient of 0.291 meaning emotional intelligence has a positive effect on organizational commitment. Meanwhile the job satisfaction variable has a coefficient of 0.515 which means that job satisfaction has a positive effect on organizational commitment.

#### *Effect of emotional intelligence on job satisfaction*

Based on the results in Table 1, emotional intelligence has a Beta value of 0.520 and a Sig. equal to 0,000, then it can be said Ha is accepted because the value of Sig. 0,000 < 0.05. The conclusion is that emotional intelligence has a positive and significant effect on job satisfaction, in other words, increasing emotional intelligence in the LPD of Pecatu Indigenous Village, then increasing job satisfaction in LPD in Pecatu Indigenous Village. So the second hypothesis is accepted.

The results of this study develop research conducted by Mulyana et al. (2015), states that emotional intelligence directly and positively effects organizational commitment. Employees with high emotional intelligence are more committed to their organizations (Rachmelya&Suryani, 2017). Auda (2018) said that there was a positive and significant effect between emotional intelligence and organizational commitment because if an employee could not control his emotions properly it meant that the employee did not have high organizational commitment. Amjad (2018) and Shafiq & Akram Rana (2016) state that emotional intelligence has a positive and significant effect on organizational commitment.

#### *Effect of job satisfaction on organizational commitment*

Based on the results in Table 2, job satisfaction has a Beta value of 0.515 and a Sig. equal to 0,000, then it can be said Ha is accepted because the value of Sig. 0,000 < 0.05. The conclusion is that job satisfaction has a positive and significant effect on organizational commitment, in other words if job satisfaction increases, organizational commitment in the LPD of Pecatu Indigenous Village. will increase. So the third hypothesis is accepted.

SPSS data processing states that there is a positive and significant effect between job satisfaction between organizational commitments in the LPD of PecatuAdat Village. The coefficient of variables The results of this study indicate that job satisfaction has a positive and significant effect on organizational commitment, in other words if job satisfaction increases, organizational commitment in the LPD of Pecatu Indigenous Village. will increase. So the third hypothesis is accepted. Increased job satisfaction in business will certainly increase organizational commitment. Before having organizational commitment an employee must be satisfied in his

work where job satisfaction has a significant effect on organizational commitment. Job satisfaction is an early sign of organizational commitment (Arati, 2017). Maha et al. (2016), Eliyana et al. (2019), Ismail (2016) and Setiawan&Gunawan (2019) say that job satisfaction has a positive and significant effect on organizational commitment.

*Effect of Emotional Intelligence on Organizational Commitment with Job Satisfaction as a Mediation*

The Sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable mediated by the mediator variable. The Sobel test is formulated with the following equation and can be calculated using the Microsoft Excel 2010 application. If the Z calculation value is greater than 1.96 (with a 95 percent confidence level), the mediator variable is assessed to significantly mediate the relationship between the dependent variable and the independent variable.

$$Z = \frac{ab}{\sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2}} \dots \dots \dots (1)$$

Information:

$$a = 0,520$$

$$S_a = 0,119$$

$$b = 0,515$$

$$S_b = 0,151$$

$$Z = \frac{0,520 \cdot 0,515}{\sqrt{(0,515^2 \cdot 0,119^2) + (0,520^2 \cdot 0,151^2) + (0,119^2 \cdot 0,151^2)}}$$

$$Z = \frac{0,268}{0,101}$$

$$Z = 2,646$$

Based on the results of the Sobel Test shows that the tabulated results  $Z = 2.646 > 1.96$  which means that the Emotional Intelligence variable has a positive and significant effect on Organizational Commitment in the LPD of PecatuAdat Village with mediation of Job Satisfaction, so Job Satisfaction is a mediating variable of the effect between Emotional Intelligence on Organizational Commitment In LPD Indigenous Village of Pecatu, so that the fourth hypothesis is accepted.

The results of this study are in line with the results of a study conducted by Adelina (2017) saying that job satisfaction mediates the effect of emotional intelligence on organizational commitment. Job satisfaction is a mediating effect of emotional intelligence on organizational commitment (Auda, 2018). Vratskikh et al. (2016), Yuan et al. (2014), Kumari & Priya (2017), Sarawati&Johar (2014) say that job satisfaction mediates the effect of emotional intelligence on organizational commitment.

*Test the Coefficient of Determination (R<sup>2</sup>) and Error Variables (e)*

In this test, the values of each determination coefficient for structure 1 and structure 2 will be seen as well as the value of each error variable in each structure with the aim of preparing the final path diagram model. Following are the results of calculating the error variable values in each structure.

$$e_i = \sqrt{1 - R_i^2}$$

$$e_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0,271} = 0,854$$

$$e_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,505} = 0,704$$

In the calculation of the effect of error (e) we get the results for the effect of structural error 1 (e1) of 0.854 and the effect of structural error 2 (e2) of 0.704. Next the total determination coefficient will be calculated as follows:

$$\begin{aligned} R_m^2 &= 1 - (e_1)^2 - (e_2)^2 \\ &= 1 - (0,854)^2 - (0,704)^2 \\ &= 1 - (0,729) - (0,495) \\ &= 1 - 0,361 = 0,639 \end{aligned}$$

In calculating the value of the total determination coefficient obtained by 0.639, the conclusion is 63.9% variable Organizational Commitment Employees in LPD Indigenous Village Pecatu influenced by emotional intelligence, and job satisfaction, while the remaining 36.1% is influenced by other factors not included in the model research or outside the research model.

#### IV. CONCLUSION

The results of this study indicate that emotional intelligence directly affects organizational commitment, and indirectly through job satisfaction. So, it can be said the company must maintain employee job satisfaction so that later it will lead to high employee commitment to remain at the company.

The findings of this study have implications for the strategy of developing human resources in the LPD of DesaAdatPecatu to pay more attention to indicators of emotional intelligence and job satisfaction. In particular, attention must be given to the working atmosphere of the company, by means of which the company must create conditions of friendliness and friendship from fellow subordinates or with superiors so that employees can feel a good working atmosphere within the company and on the variable job satisfaction that must be the main concern is satisfaction with salaries. received, by calculating the payment of salaries correctly so that the salary received by employees in accordance with the workload. So that this research is expected to be used as a material consideration by decision makers in increasing organizational commitment by increasing job satisfaction and organizational commitment.

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