

The effect of emotional intelligence on organizational commitments with job satisfaction as a mediation variables

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ABSTRACT: The purpose of this study was to analyze the effect of emotional intelligence on organizational commitment by examining job satisfaction as a mediating variable. This research was conducted at the Department of Housing, Settlement Areas and Lands in Denpasar City, Bali, Indonesia. This research is classified into quantitative research in the form of associative causality. The population in this study were 91 employees with permanent status who then used the disproportionate stratified random sampling (probability sampling) method in determining the sample so that 74 employees were still sampled. The data analysis techniques used are Path Analysis and Sobel Test. The results showed that emotional intelligence has a positive and significant effect on organizational commitment, job satisfaction has a positive and significant effect on organizational commitment, emotional intelligence has a positive and significant effect on job satisfaction, and job satisfaction mediates the effect of emotional intelligence on organizational commitment.

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

I. INTRODUCTION

Human resources are an important part of the development process and achieving organizational goals. Management of resources in achieving organizational goals must be effective and efficient. If the organization already has a lot of resources, such as money, physical assets, methods, and tangible and intangible factors, but there is no human who manages and uses them effectively, it is difficult or even impossible to achieve organizational goals. Imamoglu et al. (2019) stated that the most important value in a company is the employees that are owned because they are directly involved in various activities in the company to achieve predetermined goals.

Each member of the organization must be able to carry out their respective roles and go through a long process in order to realize organizational goals. In this process, employees must be committed to their organization. Organizational members who have a high commitment to the organization have an attachment to work passionately and are responsible for achieving organizational goals. The high organizational commitment of employees creates a feeling of wanting to work optimally. Bodroastuti & Rulijaji (2016) argue that organizational commitment is the feeling that employees have to be willing to sacrifice and take responsibility for the achievement of their goals and organizational goals that have been agreed upon.

An organization must be able to manage its employees well in order to have high organizational commitment. The amount of commitment that employees have is very important for the organization, because the organization consists of employees who are part of the life force of an organization. An organization must be able to understand how much commitment an employee has to his job. This understanding is very important to do to find out how responsible an employee is for the tasks assigned to him every day.

The greater the commitment that employees have towards their organization, the more positive their attitude will be to the organization. A company must know about the consequences of treating every employee. An organizational commitment that each individual / employee has should be maintained and enhanced by the organization / company (Auda, 2016). Employees who are committed to the organization are more likely to help the organization achieve its goals (Chi & Yi-Jian, 2019). Every company must be responsive to indications of problems that arise related to organizational commitment so that it can be resolved immediately. Sopiah (2008: 166) states that employees who are highly committed to the organization will lead to high organizational performance, low absenteeism and high employee loyalty. Based on this explanation, there is an indication of a low level of organizational commitment in the Denpasar City Housing, Settlement and Land Service, namely the high level of permanent employee absenteeism.

The percentage of absenteeism of permanent employees from 2019 (January-December) to 2020 (January & February) fluctuates more than three percent each month and the average percentage of absenteeism for permanent employees is 5.23%. According to Ardana et al. (2012: 93), the average employee absentee rate of 0% -3% per month is declared good and more than 3% per month is declared not good. Widyatmika & Riana (2020) which states that one indication of the low feeling of commitment that employees have to the organization is seen from employee behavior during work, such as not obeying company rules (employees are often late and have high employee absenteeism). A situation where there are still many employees who are late for work means that the level of employee work discipline is low, which indicates low organizational commitment. Windasari and Budiani (2018) state that highly committed employees are marked by a high level of employee discipline.

The highest percentage of employees who were late was in March 2019 as many as 62 people with a percentage of 67% (data do not include the number of people who were delayed). For permanent employees who preceded their return in September-November 2019 this experienced a drastic decline, but in December 2019 it had increased, indicating that the level of organizational commitment of some employees was decreasing / low. High commitment to the organization / company not only creates loyalty, but also creates compliance (discipline) in individuals to comply with regulations that have become the values or culture of the organization / company (Sudarmanto, 2009: 103). Prasetya (2017) states that work discipline has a positive and significant effect on organizational commitment. This shows that the higher the work discipline of an employee, the higher the employee's commitment to the organization, and vice versa. The results of pre-research interviews with the Head of the General and Civil Service Sub-Division of the Denpasar City Housing, Settlement and Land Office explained that there were still some employees who were late every day, high absenteeism, work breaks that did not match the hours, and jobs that were given were often delayed. Thus it can be assessed that there are still some employees who have low organizational commitment. The absence of self-motivation to complete work on time illustrates that the level of emotional intelligence possessed by some employees is low. The low self-control of some of these employees makes personal wishes during working hours take precedence over the responsibilities of their respective jobs which causes delays in work and less than optimal work results.

There are five departments in Denpasar City Housing, Settlement Areas and Land Services, namely 1) Secretariat Section; 2) Housing Section; 3) Part of the Residential Area; 4) Public Infrastructure, Facilities and Utilities Section; and 5) the Gardening Section. The results of pre-research interviews with five staff employees from five different departments, the five staff were dissatisfied with co-workers who had characteristics that were considered bad (such as not being responsible for their duties, so that the colleagues completed their tasks) and dissatisfaction with the benefits that were obtained. They said that the amount of employee benefits provided had not changed or increased significantly in recent years. This affects the economic level of these employees. Two out of five staff said that if there was a job opportunity elsewhere that was better, they would accept that opportunity on the assumption of getting a better monthly income. Every achievement of success in the world of work is not only necessary cognitive intelligence but emotional intelligence is also very necessary. Every individual in an organization who is able to maintain a feeling of being committed to the organization needs the ability to control his emotions in himself to face and solve a problem well that will happen in the future (Khalid, 2018). Employees who are able to control their emotions well will be more committed to their organization (Rachmelya & Arna, 2017). To produce the desired organizational results, high emotional intelligence is needed in an employee in order to produce a dynamic and significant quality of work (Harms & Credé, 2010). Emotional intelligence is a person's ability to understand and be aware of his own feelings, control stress and negative emotions. Fitriastuti (2013) states that employees who have high abilities in controlling their emotions can work better according to organizational standards and will ultimately achieve better performance. Employees with high emotional intelligence are more committed to their organization (Chao et al., 2017). Research results from Atmaja et al. (2015) stated that emotional intelligence has a direct and positive effect on organizational commitment. This is also supported by Goswami & Mahanta (2018) which states that emotional intelligence has a positive and significant effect on organizational commitment. However, the results of research from Aghdasi et al. (2011) are not in line, which states that emotional intelligence does not have a positive and significant Another thing that can also encourage employees to commit to the organization is feeling satisfied in their work. Job satisfaction is an important and widely researched problem in the field of organizational behavior (Kowey, 2016). Employees who have high job satisfaction foster a feeling of commitment to their organization (Indrawati et al., 2017). Job satisfaction can be understood in terms of its relationship to other key factors, such as general well-being, stress at work, control at work, and working conditions (Tomažević et al., 2014). An employee who is not satisfied with his job will never reach psychological maturity and will eventually experience frustration due to depression. Employees who are satisfied with their work tend to be more cheerful, friendly, responsive so that they are appreciated by their superiors and satisfied employees will not easily change jobs (Robbins & Timothy, 2015: 49). Mohammed & Eleswed (2013), said that employees who are satisfied with their work tend to be more active, creative, innovative, loyal and flexible to their work. Employees are said to be more committed to providing maximum results in their work if they are satisfied with

their work and are given the opportunity to pursue a career to a higher position which will provide encouragement to always progress and develop. Shah et al. (2015) argue that job satisfaction has a significant effect on organizational commitment. Yani et al. (2016) stated that job satisfaction has a positive and significant effect on organizational commitment. Research results from Eliyana & Ma'arif (2019) also concluded that job satisfaction has an effect on the level of employee involvement in the organization where the more satisfied employees are, the higher the sense of responsibility towards their work in the organization. Yousef (2015) states that job satisfaction has a significant positive effect on organizational commitment. Employees who are able to understand and control emotions can create better relationships with colleagues and supervisors / superiors so as to provide a positive feeling in the work environment, which results in increased job satisfaction. Positive feelings can be maintained if we can maintain our mood with good self-control. A person who has high emotional intelligence will be able to recognize himself, be able to behave positively towards others, and be able to establish good social relationships with others (Efendi & Sutanto, 2013). 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). Al-Hamami et al. (2015) stated that employees with high emotional intelligence will be able to develop strategies to overcome all possible consequences so that employees will feel confident in solving various kinds of problems that will increase job satisfaction.

Vratskikh et al. (2016) stated that emotional intelligence has a significant and positive impact on job satisfaction. Jung & Yoon (2016) in the results of their research that emotion plays a role in job satisfaction, an employee with high emotional intelligence is more satisfied with their job compared to employees who have a low level of emotional intelligence. Employees with high emotional intelligence will have higher job satisfaction as well and their chances of leaving the company are lower than employees who have low job satisfaction (Kassim et al. 2016). To strengthen the influence of emotional intelligence on organizational commitment, a mediating variable is needed. Arifan & Dihan (2018) state that job satisfaction mediates the relationship between emotional intelligence and organizational commitment. Taboli (2013) also states that job satisfaction mediates the effect of emotional intelligence on organizational commitment. Auda (2016) in his research found that job satisfaction mediates the effect of emotional intelligence on organizational commitment. The same results were obtained from the research of Güleriyüz et al. (2008) that mediation analysis shows that job satisfaction mediates the relationship between emotional intelligence and organizational commitment. However, Aghdasi et al, (2011) obtained different results which stated that the direct and indirect impacts of emotional intelligence were not positive and significant on organizational commitment. This of course needs to be proven in this study.

II. THEORY AND HYPOTHESES

The two-factor theory, also called the motivation-hygiene theory, was put forward by American psychologist Frederick Herzberg in 1959. Based on his research, a person's job satisfaction depends on 2 types of factors, namely the motivation factor and the hygiene factor. Motivation factors are intrinsic factors that will increase employee job satisfaction, while hygiene factors are extrinsic factors to prevent employee dissatisfaction (Yusoff et al., 2013). According to Herzberg in Feizal (2015) the two-factor theory consists of: 1) Hygiene factors, namely factors that can cause or prevent dissatisfaction. In essence, this factor consists of extrinsic factors from work. These factors are company and administrative policies, supervision, relationships with superiors, working conditions, salaries, relationships with others, personal life, relationships with subordinates, status, and security. 2) Motivation factors, namely factors that really lead to the development of a positive attitude and are personal motivators, in other words, are intrinsic. These factors are achievement, recognition, work itself, responsibility, opportunities for advancement, and development.

This study uses a two-factor theory because this theory explains how important an intrinsic or extrinsic motivation is to trigger employee job satisfaction which causes employees to be enthusiastic about doing their jobs, to be active, productive, and creative employees to achieve maximum work results which indicates high commitment. organizational. It is believed that a worker with high emotional intelligence will have great job satisfaction. Emotional intelligence is an inner ability (intrinsic ability) which refers to a person's excess ability to motivate oneself, resilience in the face of failure, control emotions and delay satisfaction, and regulate mental states (Goleman, 2002: 512).

Atmaja et al. (2015); Chao et al. (2017); Özyer & Alici (2015); Çarikçi & Özmen (2015) stated that emotional intelligence has a direct and positive effect on organizational commitment. Employees with high emotional intelligence are more committed to their organization (Rachmelya & Arna, 2017). Kumari & Priya (2015) state that there is a positive and significant influence between emotional intelligence and organizational commitment because if an employee cannot control his emotions well, it means that the employee does not have high organizational commitment. Goswami & Mahanta (2018) state that emotional intelligence has a positive and significant effect on organizational commitment. Based on the results of previous research, the following research hypothesis can be drawn:

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

Employees who have high job satisfaction foster a feeling of commitment to their organization (Indrawati et al., 2017). Before having organizational commitment, an employee must feel satisfied in his job where according to (Shah et al. 2015) job satisfaction has a significant effect on organizational commitment. Yani et al. (2016); Karim & Rehman (2019); Batool & Ullah (2017) say that job satisfaction has a positive and significant effect on organizational commitment. Eliyana & Ma'arif (2019) say that job satisfaction affects the level of employee involvement in the organization where the more satisfied the employee is, the more committed he is to his job in the organization. Yousef (2015) states that job satisfaction has a significant positive effect on organizational commitment. Based on the results of previous research, the following research hypothesis can be drawn:

H₂: Job satisfaction has a positive and significant effect on organizational commitment.

Vratskikh et al. (2016), said that emotional intelligence has a significant and positive impact on job satisfaction. Jung & Yoon (2016) in their research in the hospitality industry said that emotions play a role in job satisfaction, an employee with high emotional intelligence is more satisfied with their job compared to employees who have a low level of emotional intelligence. Employees with high emotional intelligence will have higher job satisfaction as well and their chances of leaving the company are lower than employees who have low job satisfaction (Kassim et al. 2016). Long et al. (2016); Shukla et al. (2016) in their research found that emotional intelligence has a significant positive effect on job satisfaction. Based on the results of previous research, the following research hypothesis can be made:

H₃: Emotional intelligence has a positive and significant effect on job satisfaction.

Auda (2016) states that job satisfaction mediates the effect of emotional intelligence on organizational commitment. Emotional intelligence determines the level of employee job satisfaction that motivates someone to always be positive about work and everything faced in the work environment so that it can trigger an increased sense of commitment to the organization (Güteryüz et al, 2008). Arifan & Dihan (2018); Taboli (2013) states that mediation analysis shows that job satisfaction mediates the relationship between emotional intelligence and organizational commitment. Based on the results of previous research, the following research hypothesis can be drawn:

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

III. RESEARCH METHOD

The location of this research is conducted at the Housing, Settlement Area and Land Office of Denpasar City which is located at Jl. Mulawarman No. 7 Denpasar, Bali, Indonesia. This location was chosen as the research location because there was an indication of low organizational commitment based on permanent employee attendance data, data on the number of permanent employees who were late and ahead of leaving, and pre-research results in the form of interviews.

Organizational commitment in this study is the attitude of permanent employees at the Denpasar City Housing, Settlement and Land Office who have a high desire to work and sacrifice. The indicator of the organizational commitment variable is 1) affective commitment. This indicator measures the extent to which employees feel that they are emotionally identified as being involved in the agency. This indicator can be measured from the respondent's response to the statement that he is happy to spend a career in an agency, agency problems are a problem that must be borne as well, and feel part of the agency; 2) continuous commitment, continuous commitment measures the extent to which employees feel committed based on the costs and risks that will be obtained if they leave the agency. This indicator can be measured from the respondents' responses to statements that there are no new job opportunities elsewhere, they feel that they have lost leaving the agency, and it is difficult to get a job with their current income; 3) normative commitment, normative commitment measures the extent to which employees feel obliged to stay with the agency. This indicator can be measured from the respondent's response to the statement that this agency has done a lot to me, has not contributed much to the agency, and the company deserves my loyalty.

Emotional intelligence is a series of personal abilities possessed by permanent employees in the housing, residential and land area of Denpasar city to manage their emotions. Indicators of emotional intelligence variables are self awareness, self regulation, motivation, empathy and social skills.

Job satisfaction is a positive attitude concerning the healthy adjustment of permanent employees at the Denpasar City Housing, Settlement and Land Office to working conditions and situations. Indicators of job satisfaction variables include 1) Job, this satisfaction is achieved when an employee's job is in accordance with the employee's own interests and abilities. This indicator can be measured from the respondent's response to the statement he likes the job done; 2) Salary, the condition of an employee who feels that the salary or wage he

receives is in accordance with his workload and is equal to that of other employees working in that agency. This indicator can be measured from the respondent's response to the statement of salary received in accordance with the workload given; 3) Promotion, an opportunity to increase positions in the organizational structure. This indicator can be measured from the respondent's response to the statement that there is always a bridge for promotion. 4) colleagues, employees are satisfied with colleagues who are able to provide technical assistance and social encouragement. This indicator can be measured from the respondent's response to the statement that he is happy to have colleagues who support each other; 5) superiors, employees feel they have a superior who is able to provide technical assistance and motivation. This indicator can be measured from the respondent's response to the statement that he is happy with the boss who always provides supervision at work.

The population in this study were all Civil Servants (PNS) with the status of permanent employees at the Housing, Settlement and Land Services Office of Denpasar City, amounting to 91 people. The sampling method used in this study was disproportionate stratified random sampling, which is a technique used when the population has members / elements that are not homogeneous and stratified but less proportional. Disproportionate stratified random sampling is included in the type of probability sampling, which is a sampling technique that provides equal opportunities for each element (member) of the population to be selected as sample members (Sugiyono, 2017: 82). To determine the size of the sample taken from the population, researchers used the Taro Yamane formula in Marsono (2016: 169) with a precision level set at $d = 5\%$.

As many as 74 permanent employees at the Housing, Settlement Area and Land Office of Denpasar City were used as respondents (samples) in this study. The Head of the Office, the Residential Area, the PSU Section, and the Housing Section of all members were sampled because the number of members each owned was disproportionate when compared to all members in the Secretariat and the Parks Section. The instrument in this study used a questionnaire with a five-point Likert scale.

This study uses path analysis as a data analysis tool. In path analysis, there is a variable that has a dual role, namely as an independent variable in a relationship, but becomes the dependent variable in another relationship. Variables that have multiple functions are called mediating or intervening variables.

IV. RESULT AND DISCUSSION

Respondent characteristic data is data in the form of grouping the identities of the respondents based on predetermined information (gender, age of respondents, length of work, educational level). The data on the characteristics of respondents in this study came from a questionnaire that had been filled in by the respondents (74 permanent employees) at the Housing, Settlement and Land Office of Denpasar City. Respondent characteristic data is presented in Table 1.

Table 1. Characteristics of Respondents at the Denpasar City Housing, Settlement Areas and Land Services Office 2020

No.	Criteria	Classification	Number of People	Percentage
1.	Gender	Male	52	70.3%
		Female	22	29.7%
		Total	74	100%
2.	Age	34-39 years old	10	13.5%
		40-45 years old	13	17.6%
		46-51 years old	18	24.3%
		≥ 52 years old	33	44.6%
		Total	74	100%
3.	Education	Hogh School	37	50%
		Undergraduate	29	39.2%
		Graduate	8	10.8%
		Total	74	100%
4.	Tenure	3-10 years	19	25.7%
		11-18 years	43	58.1%
		19-26 years	7	9.4%
		≥ 27 years	5	6.8%
		Total	74	100%

Based on the data presented in Table 1., for the classification of sex, most were male with a percentage of 70.3%, while female respondents were 29.7%. In terms of age, respondents with an age range ≥ 52 years had the largest percentage, namely 44.6%, while the other three age ranges, namely the age range 34-39, 40-45, 46-51 years had the respective percentage of 13.5%; 17.6%; 24.3%. The classification of respondents regarding the most recent level of education is that they have completed high school with a percentage of 50%, while the lowest is the respondents who have completed their last Master degree (S2) with a percentage of 10.8%.

Respondents with the classification of working lengths of 11-18 years had the largest percentage value, namely 58.1%, while respondents with the classification of length of work had the smallest percentage value of ≥ 27 years of 6.8%.

Variables	Instrument	Pearson Correlation	Validity
Organizational Commitment (Y)	Y.1	0.793	Valid
	Y.2	0.769	Valid
	Y.3	0.836	Valid
	Y.4	0.681	Valid
	Y.5	0.683	Valid
	Y.6	0.801	Valid
	Y.7	0.828	Valid
	Y.8	0.767	Valid
	Y.9	0.836	Valid
Job Satisfaction (Z)	Z.1	0.866	Valid
	Z.2	0.776	Valid
	Z.3	0.689	Valid
	Z.4	0.951	Valid
	Z.5	0.870	Valid
Emotional Intelligence (X)	X.1	0.892	Valid
	X.2	0.869	Valid
	X.3	0.954	Valid
	X.4	0.862	Valid
	X.5	0.903	Valid

The validity test is done by correlating the factor score with the total score and if the correlation of each factor is positive ($r > 0.3$), then the research instrument can be said to be valid. Valid instruments are instruments that can be used to measure what should be measured. The level of validity indicates the extent to which the collected data does not deviate from the description of the variable in question. The results of the validity test are presented in Table 2. The results of the validity test in Table 2. show that the instrument of organizational commitment, job satisfaction, and emotional intelligence variables has met the validity test requirements with a Pearson Correlation value greater than 0.30, thus the instrument is suitable for use in this study.

Reliability testing is a test on research instruments in order to get results that the instruments used are trustworthy and reliable. In this test, the value of a reliability is shown by the Cronbach's Alpha score, which if the score is above 0.60, the instrument can be said to be reliable. Reliability test results can be seen in Table 3.

Table 3. Reliability Test

Variables	Cronbach's Alpha	Reliability
Organizational Commitment (Y)	0.917	Reliable
Job Satisfaction (Z)	0.889	Reliable
Emotional Intelligence (X)	0.937	Reliable

The results of the reliability test in Table 3 show that all variables in this study have met the Cronbach's Alpha requirements greater than 0.60, thus all instruments in this study can be said to be reliable.

Table 4. The Result of Path Analysis in Structure 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.321	1.378		3.135	0.003
Job Satisfaction (Z)	0.812	0.187	0.493	4.337	0.000
Emotional Intelligence (X)	0.703	0.183	0.437	3.847	0.000
Dependent Variable	Organizational Commitment				
R ²	0.819				

The coefficient of determination of structure 1 aims to determine how much variation in organizational commitment is influenced by variations in emotional intelligence and job satisfaction. The results of the analysis in Table 4. show that the magnitude of R Square is 0.819 or 81.9%. Thus, 81.9% of the variation in organizational commitment is influenced by variations in emotional intelligence and job satisfaction, the remaining 18.1% is explained by other variables not included in the model.

Table 5. The Result of Path Analysis in Structure 2

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.596	0.847		1.886	0.063

Emotional Intelligence (X)	0.874	0.051	0.896	17.089	0.000
Dependent Variable	Job Satisfaction				
R ²	0.802				

The coefficient of determination of structure analysis 2 aims to determine how much variation in job satisfaction is influenced by variations in emotional intelligence. The results of the analysis in Table 5. indicate that the magnitude of R Square is 0.802 or 80.2%. Thus, 80.2% of the variation in job satisfaction can be influenced by variations in emotional intelligence, while the remaining 19.8% is explained by other variables not included in the model.

Table 6. Direct Effect, Indirect Effect, and Total Effect

Variable	Direct Effect	Indirect Effect ($\beta_1 \times \beta_3$)	Total Effect
X -> Y	0,437 (β_2)	0,442	0,879
Z -> Y	0,493 (β_3)	-	0,493
X-> Z	0,896 (β_1)	-	0,896

Table 6. shows that the direct effect of emotional intelligence on organizational commitment is 0.437, the direct effect of job satisfaction on organizational commitment is 0.493, the direct effect of emotional intelligence on job satisfaction is 0.896. Thus, the variable organizational commitment is more influenced by job satisfaction with a path coefficient of 0.493. The indirect effect of emotional intelligence on organizational commitment through job satisfaction is 0.442 and job satisfaction is able to mediate the effect of emotional intelligence on organizational commitment by 0.879.

Based on the results of the analysis, emotional intelligence has a positive and significant effect on organizational commitment. Thus it can be interpreted that the higher the emotional intelligence, the higher the organizational commitment of permanent employees in the Housing, Settlement and Land Services Office of Denpasar City. In every activity carried out in the workplace, of course, it can provide stimulation that triggers various types of emotions. Of course, these emotions must be controlled so that employees are able to minimize work conflicts. The more comfortable and conducive the work environment is, it can provide encouragement for employees to increase commitment to their organization. Organizational commitment can increase if every employee is able to understand their own emotions, have good emotional control, can motivate themselves to achieve career goals, understand other people's emotions, and have good social skills.

Thus, the results of this analysis are in line with the results of research from Atmaja et al. (2015), Rachmelya & Arna (2017), Chao et al. (2017), Özyer & Alici (2015), Çarikçi & Özmen (2015), Kumari & Priya (2015), Goswami & Mahanta (2018) which state that emotional intelligence has a positive and significant effect on organizational commitment. However, research results from Aghdasi et al. (2011) cannot be proven. In his research, he explained that in different cultures the impact of emotional intelligence is not the same when compared between developed and developing countries which is likely to affect the results of his research with other studies related to the effect of emotional intelligence on organizational commitment.

Based on the results of the analysis, job satisfaction has a positive and significant effect on organizational commitment. Thus it can be interpreted that the higher the job satisfaction, the higher the organizational commitment of permanent employees at the Housing, Settlement Areas and Land Services of Denpasar City. Satisfaction can trigger an incentive for employees to pay more attention to the work being done. Satisfied employees will carry out various activities that are beneficial to the organization and increase the desire to stay with their organization. Increased organizational commitment can be influenced by feelings about their work, superior treatment to them, relationships with coworkers, the ease of getting a promotion, and a salary that matches the workload.

Thus, the results of this analysis are in line with the results of research from Karim & Rehman (2019), Batool & Ullah (2017), Shah et al. (2015), Eliyana & Ma'arif (2019), Yousef (2015), Indrawati et al. (2017), Yani et al. (2016) which states that job satisfaction has a positive and significant effect on organizational commitment.

Based on the results of the analysis, emotional intelligence has a positive and significant effect on job satisfaction. Thus it can be interpreted that the higher the emotional intelligence, the higher the job satisfaction of permanent employees at the Housing, Settlement and Land Services Office of Denpasar City. An employee who is able to understand and control his emotions well will be able to foster relationships and face all situations in the workplace positively so that they can work better which will give a sense of satisfaction to their work. Individuals with high self-motivation are able to achieve job satisfaction because they can encourage themselves to face obstacles in their work so that the good results obtained give a sense of satisfaction. Individuals with good social arrangements and social skills will create a high sense of community so that they can feel satisfied working together to support each other in achieving the goals of the agency / organization. Thus, the results of this analysis are in line with the research results of Vraskikh et al. (2016), Jung & Yoon (2016), Kassim et al.

(2016), Long et al. (2016), Shukla et al. (2016) which states that emotional intelligence has a positive and significant effect on job satisfaction.

Based on the results of the analysis, job satisfaction mediates the effect of emotional intelligence on organizational commitment, or in other words emotional intelligence has an indirect effect on organizational commitment through job satisfaction. These results are also reinforced by the single test which results in a coefficient of $z = 4.20$ greater than 1.96 indicating that job satisfaction is able to mediate the effect of emotional intelligence on organizational commitment in the Department of Housing, Settlement Areas and Land of Denpasar City. Thus the higher the emotional intelligence, the higher the organizational commitment through high job satisfaction as well. Where in this case employees who have high emotional intelligence will increase job satisfaction, then the high sense of satisfaction that is owned will increase the employee's organizational commitment. Thus, the results of this analysis are in line with the results of research from Auda (2016), Güleriyüz et al. (2008), Arifan & Dihan (2018), Taboli (2013) which state that job satisfaction mediates the relationship between emotional intelligence and organizational commitment. However, research results from Aghdasi et al. (2011) cannot be proven. In his research, he explains that cultural differences cause differences in primary needs, where in his research emotional intelligence cannot affect meeting primary needs which triggers the growth of satisfaction. Thus the results of his research state that emotional intelligence cannot indirectly influence organizational commitment through job satisfaction.

V. CONCLUSION

This study aims to analyze the effect of emotional intelligence on organizational commitment mediated by job satisfaction in the Housing, Settlement and Land Services Office of Denpasar City. To analyze the influence between these variables, this study uses the IBM SPSS Statistics 26 software program. Based on data analysis and the discussion presented, it can be concluded that emotional intelligence has a positive and significant effect on organizational commitment. This means that the better the emotional intelligence they have, the higher the sense of commitment that employees have towards their organization. Job satisfaction has a positive and significant effect on organizational commitment. This means that the more satisfied employees are with their work environment, the higher the sense of commitment that employees have towards their organization. Emotional intelligence has a positive and significant effect on job satisfaction. This means that the better the emotional intelligence you have, the employee job satisfaction will increase as well. Job satisfaction as a mediating variable is able to mediate the effect of emotional intelligence on organizational commitment.

The results of this study indicate that the emotional intelligence variable on the empathy indicator has the lowest value even though it is included in the quite good category. This needs to be managed properly to provide stimulation to instill a sense of mutual care with fellow colleagues in order to create positive feelings. The sense of caring for each other grows because of the desire to listen to people with an open heart and mind, treat each other well, and respect diversity. The results of further research show that the job satisfaction variable on the salary indicator has the lowest score even though it is in the quite good category. This indicates that there is a need to consider an increase in salaries at the Denpasar City Housing, Settlement and Land Service agencies which can increase job satisfaction for permanent employees. The results of further research show that the variable organizational commitment on the indicator of continuous commitment has the lowest value even though it is categorized as quite good. This indicates that there is a need to consider more active human resource management in order to increase organizational commitment by taking into account the variables that influence it, such as the emotional intelligence of each individual and the perceived job satisfaction of each individual. For further research, it is expected to add other variables outside of this research model, besides that, it can also use more samples or expand the scope of research locations in various different industries.

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