

Analysis of the Influence of Emotional Intelligence and Job/Work Stress on Organizational Commitment through Employee Satisfaction

(A case Study in PT. Kencana Gemilang Tiara Singosari, Malang)

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Abstract

This study aimed to determine the influence of emotional intelligence and on organizational commitment in mediating employees satisfaction at PT. Tiara Kencana Gemilang. This study was conducted to employees at PT. Tiara Kencana Gemilang by using a quantitative approach, the research data were collected from 75 employees at PT. Tiara Kencana Gemilang. Partial least squares (PLS) was used to test this hypothesis by using SmartPLS 3.0.

The results of this study found that there is a positive influence of emotional intelligence on organizational commitment, positive influence of emotional intelligence on employee satisfaction and positive influence of employee satisfaction on organizational commitment. In addition, there is a negative influence of work stress on organizational commitment and negative effect of work stress on employee satisfaction. Besides, there is positive influence of emotional intelligence variables on organizational commitment through job satisfaction and negative influence of work stress variables on organizational commitment through job satisfaction.

Keywords: *Emotional Intelligence, Job/Work Stress, Organizational Commitment, Employee Satisfaction.*

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I. Introduction

Competition and higher professionalism demands raise the number of pressures that must be faced by (an) individual in a work environment. The pressure that comes from the work environment, family environment and social environment are likely to cause anxiety. Almost every day employees face problems, and filed a complaint and blame the company. The employees work stress, if not addressed immediately may results in the behaviors that is unwanted by the organization, such as low job satisfaction and decreased organizational commitment of the employees. Job satisfaction will be achieved when the employee's needs are met through work. In regrads, job satisfaction is an emotional state of pleasure or positive emotions that comes from one's job assessment or experience. With high job satisfaction, (it) will increase employees' organizational commitment to the organization for which they work. Organizational commitment is the identification and involvement of an individual/someone who is relatively strong towards the organization. The current understanding of commitment, (however) is no longer just a form of a willingness of employees to settle in the organization in the long term. But more important than that, they want to give their best to the organization, even willing to do something beyond the limits required by the organization. This, of course, can only happen if employees feel happy and fulfilled in the organization concerned.

II. Literatures Review

2.1. Theoretical basis

Goleman (2003), defines emotional intelligence as the ability to recognize one's own feelings and others' feelings, in motivating oneself, and managing emotions properly towards oneself and in relations pertaining to oneself. Meanwhile, Sternberg and Salovey in Goleman (2005), says that emotional intelligence is one's ability to recognize one's own emotions when the feelings or emotions arises, and he is able to recognize these emotions if he has a high sensitivity to the feelings (that is) actually felt and then take the appropriate decisions to control it.

Traits of emotional intelligence according to Goleman (2003) are as follows:

- a. ability to motivate yourself
- b. enduring frustration

- c. controlling impulses
- d. being not exaggerated towards pleasure
- e. controlling mood
- f. managing the stress load, (so that) it will not affect the ability to think (clearly)
- g. empathizing (being able to empathize with others) and praying

Emotional intelligence consists of five factors namely factors of self awareness, self regulation, self motivation, empathy and social skills. According to Goleman (2009):

- a. Self awareness

Self awareness is the essence of emotional intelligence, that is, the awareness of one's own feelings as they arise.

- b. Self regulation

Keeping emotions under control is the key to emotional wellbeing.

- c. Self motivation

Motivation is an inner drive that raises the individual's power to act or behave in order to meet their needs.

- d. Empathy

Feel what others feel, able to understand their perspective, foster relationships of trust and align themselves with various people.

- e. Social skills

Building relationships is a skill that supports popularity, leadership and interpersonal success.

According to Szilagy referred in Gitosudarmono and Sudita (2000) stress is an internal experience that creates physical and psychological imbalance in a person as a result of external environmental factors, organizations or others. According Mangkunagara (2001) work stress can also mean distress experienced by employees in facing/dealing with their work. Work stress is evident from the symptoms, such as having emotional instability, feeling uneasy, being aloof, having insomnia, excessive smoking, being unable to relax, having anxiety, experiencing nervousness, having high blood pressure, and experiencing indigestion.

According to Leung, et al (2007), working conditions that cause stress include:

- a. Personal behavior in which is the state or activity of the employees themselves in the organization.
- b. Social support in which is the support from within the organization and support from outside the organizations.
- c. Role conflict in which is the condition where the employees bear a job or position, and bear all the consequences related to the work within the company.
- d. Bad environment in which is the circumstances/situations around the organizations, especially in the workspace.
- e. Workload in which is the state of work that is entrusted to the employees or the type of work that must be completed on time.
- f. Home and work situation in which is the condition between the situation in the household and the situation in the company.

According to Robbins (2003) the consequences arises from the causes of stress/stressors can be divided into three general categories:

- a. Physiological symptoms

Main attention to stress directed at the physiological symptoms. Stress can create changes in metabolism, increase heart rate and breathing rate, increase blood pressure, cause headaches and cause heart attack.

- b. Psychological symptoms

Work-related stress can lead to job-related dissatisfaction.

- c. Behavioral symptoms

Behaviors include changes in productivity, absenteeism, and employees turnover, as well as changes in eating habits, increased smoking, alcohol consumption, rapid speech, anxiety and sleep disorders.

According to Handoko (2001), employee satisfaction (job satisfaction) is a pleasant or unpleasant emotional state experienced by employees in view of their work. Employee satisfaction reflects one's feelings towards their work that appear in the employees' positive attitude towards work and everything encountered in their work environment.

According Luthans (in Husein Umar, 2010), there are 5 dimensions that influence employee satisfaction, namely:

- a. The payment

Employees want a salary system, wages and health insurance that is perceived as fair, no doubt, and in line with their hopes.

b. The job

Employees tend to prefer jobs that provide opportunities to use their abilities and skills, (provide) freedom, and feedback regarding how well they work.

c. The co-workers

For most employees, co-workers also fill the need for social interaction.

d. The job promotion

Job promotion occurs when an employee moves from one job to another position with a higher levels of responsibilities and organization level.

e. The supervision

Supervision has an important role in management. Supervision of employees directly related to and affected employees in doing their jobs.

Factors that influence employee satisfaction, namely:

1. Psychological factors are factors related to employees psychological state, which include interest, having peace of mind while at work, attitude towards work, talent and skill.

2. Social factors are factors associated with good social interaction between co-workers, superiors, and employees of different types of work.

3. Physical factors are factors related to the physical condition of the working environment and the physical conditions of employees' environment, including the type of work, working time and rest period arrangements, work equipment, the room—condition, temperature, lighting, ventilation, as well as employees health condition, age and so on.

4. Financial factors are factors related to employees insurance and welfare which include the salary system and amount, social security, all kinds of benefits, facilities provided, job promotions and so on.

According to Robbins (2008), organizational commitment is a situation where an employee would be partial to a particular organization and has a purpose and a desire to remain (as) a member in the organization. Allen and Meyer (1997), said that organizational commitment is a psychological construct that became characteristic of the relationship between the members of the organization and the organization (itself), and have an implication on an individual's decision to continue its membership in the organization.

According Luthan (2006), organizational commitment has a multidimensional nature, therefore, there is a development of support for the three dimensions of organizational commitment that have been described in Allen and Meyer (1997) literature. The dimensions in question are as follows:

a. Affective commitment

In which is the feelings of love for an organization that raises a willingness to stay on and develop/foster social relationships and appreciate the value of the relationship with the organization because s/he has now become the member of the organization.

b. Continuance commitment,

In which is the perception of the costs and risks of leaving the organization at the moment. Means, (there are) two aspects of the continuance commitment, namely: involving personal sacrifice when leaving the organization and the absence/lack of alternatives available to that person.

c. Normative commitment

In which is the feeling that requires the employees to stay in an organization due to the obligations and responsibilities towards the organization based on the consideration of norms, values and beliefs of the employees.

2.2. Theoretical Framework

The theoretical framework is the relationship of each variable that has been compiled from a variety of theories that have been described. There is a relationship of influence between variables. This study consisted of the independent variables, which were emotional intelligence (X1) and (X2), also the dependent variables, which were organizational commitment (Y) and the intervening variables namely employee satisfaction (Z).

2.3. Research Approach

The approach used in this study was the quantitative method. The quantitative research method is defined as a method that is researching/studying a population or a particular sample, which is selected using

random sampling technique and the research data collection process uses research instruments, as well as quantitative data analysis to test the hypothesis.

2.4. Research Setting

The location of the study chosen by the author was in "PT. Tiara Kencana Gemilang" which is located in Jalan Raya Surabaya Malang Km.77 Hamlet Village Sempol Ardimulyo Singosari Malang.

2.5. Research Variables

The research variables are attributes or properties, activity or object that has several variations that have been determined by the researcher(s) to be studied and understood, then later conclusion are drawn from what have been studied and understood. In this study the variables used were variables emotional intelligence (X1) and Work Stress (X2), as Independent Variables, then variable organizational commitment (Y), as a Dependent Variable, and the last, variable employee satisfaction (Z), as an intervening variable.

2.6. Research Population

One approach taken in kuantitatif research is to identify the population of the study. The population used in this study was a clearly limited population quantitatively. In this study the population were all employees staff of PT. Tiara Kencana Gemilang totaling of 75 people.

2.7. Data Collecting Methods

Data collection method used in this research was by distributing a questionnaire to the respondent or the object of research. The distributed questionnaires had question items about the emotional intelligence, , organizational commitment, and employee satisfaction. The answers provided in each question used Likert Scale. Likert scale is used to measure attitudes, opinions and perceptions of a person or a group of social phenomena.

III. Result

The results of questionnaires to the 75 employees of PT. Tiara Kencana Gemilang, of all questionnaire distributed, there were 62 questionnaires returned and could be generated which could then be tested and analyzed.

Details of the Number of Corporations

Criteria	Amount	Percentage
Questionnaire distributed	75	100%
Number of questionnaires that were not returned	13	17,3%
Number of incomplete questionnaires	0	0%
Qualified questionnaire	62	82,7%

Description of Respondent's Identity

Characteristics of Respondents	Frequency	Percentage
Gender		
Male	35	43,5%
Female	27	56,5%
Age		
< 25 years	8	12,9 %
26 - 35 years	25	40,3%
36 - 45 years	22	35,5%
> 46 years	7	11,3%
Last Education		
High School	3	4,8%
Diploma	6	9,7%
S1	41	66,1%
S2	12	19,4%
Length of work		
< 2 years	38	45,2%
3-5 years	24	54,8%

Construcibility of Reliability and Validity

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Emotional Intelligence	0,945	0,953	0,670
Work Stress	0,899	0,907	0,526
Employee Satisfaction	0,925	0,933	0,584
organizational commitment	0,904	0,927	0,683

Part Coefficient

Construct	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Emotional Intelligence > Employee Satisfaction	0.269	0.263	0.163	2,649	0.044
Emotional Intelligence > Organizational commitment	0.297	0.320	0.127	2,346	0.009
Employee Satisfaction > Organizational commitment	0.149	0.161	0.177	2,274	0.024
Work Stress > Employee Satisfaction	-0.256	-0.228	0.162	1,582	0.114
Work Stress Organizational commitment	-0.315	-0.285	0.230	1.371	0.171

Constructs exogenous of Emotional Intelligence has a significant positive effect ($O = 0.297$) with the construct of organizational commitment. T - statistics on the relationship of this construct was $2.346 > 1.96$, and the value of p - value was $0.009 > 0.05$. Therefore, the first hypothesis which states that emotional intelligence has a positive influence on organizational commitment proved to be true.

Constructs exogenous of (has) negative influence on organizational commitment construct as indicated by the path coefficient scored negative ($O = -0.315$). However, the negative effect is not significant at the 90% confidence level ($\alpha = 0.05$) which was showed by t - statistic of $1.371 < 1.96$ and p value of $0.171 < 0.05$. Therefore, the second hypothesis which states that has a negative influence on organizational commitment proved to be true.

Constructs exogenous of Emotional Intelligence has a significant positive effect ($O = 0.269$) with the organizational commitment construct. T - statistics on the relationship of this construct was $2.649 > 1.96$, and the value of p - value was $0.044 > 0.05$. Therefore, the third hypothesis which states that emotional intelligence has a positive effect on employee satisfaction proved to be true.

Constructs exogenous of has a negative effect on employee satisfaction indicated by the path coefficient scored negative ($O = -0.256$). However, the negative effect is not significant at the 90% confidence level ($\alpha = 0.05$) indicated by the t - statistic is $1.582 < 1.96$ and p value - value $0.114 > 0.05$. Therefore, the fourth hypothesis which states that the negative effect on employee satisfaction proved to be true.

Constructs exogenous of Employee Satisfaction has a significant positive effect ($O = 0.149$) with the organizational commitment construct. T - statistics on the relationship of this construct was $2.274 > 1.96$, and the value of p - value was $0.024 > 0.05$. Therefore, the fifth hypothesis which states that employee satisfaction has a positive influence on organizational commitment proved to be true.

From the results of the PLS analysis, it was found that emotional intelligence has a significant positive effect ($O = 0.297$) on the organizational commitment with the value of t - statistic $2.346 > 1.96$. Emotional intelligence has a significant positive effect on employee satisfaction ($O = 0.269$) with a value of t - statistics $2.649 > 1.96$. Employee satisfaction has a significant positive effect ($O = 0.149$) organizational commitment with the value of t - statistics $2.274 > 1.96$. Therefore, the sixth hypothesis that states that the direct influence of variable emotional intelligence on organizational commitment is greater than the indirect influence of variable emotional intelligence on performance through job satisfaction proved to be true.

From the results of the PLS analysis, it was found that the work stress has a negative influence ($O = -0.315$) against the organizational commitment with the value of t - statistic $1.371 < 1.96$. Work stress has a negative influence on employee satisfaction ($O = -0.256$) with a value of t - statistic $1,582 < 1.96$. Meanwhile, employee satisfaction has a significant positive effect ($O = 0.149$) to the organizational commitment with the value of t - statistics $2.274 > 1.96$. Therefore, the seventh hypothesis which states that there is a negative effect of variable work stress on organizational commitment through job satisfaction proved to be true.

IV. Conclusion

Based on the analysis and discussion of the influence of emotional intelligence and on organizational commitment through employee satisfaction in PT. Tiara Kencana Gemilang, some conclusions could be drawn as follows:

1. There is a positive effect of emotional intelligence to organizational commitment as evidenced ($O = 0.297$) with a significance value of t - statistic in this relationship was $2.346 > 1.96$, and the value of p - value $0.009 > 0.05$.
2. There was a negative effect of work stress on organizational commitment as evidenced by the path coefficient scored negative ($O = -0.315$) with the significance of t - statistics on the relationship of this construct was $1.371 < 1.96$ and p value was $-0.171 < 0.05$.
3. There is a positive effect of emotional intelligence on employee satisfaction as evidenced ($O = 0.269$) with a significance value of t - statistic in this construct relationships was $2.649 > 1.96$, and the value of p - value was $0.044 > 0.05$.
4. There is a negative effect of work stress on employee satisfaction as evidenced by the path coefficient scored negative ($O = -0.256$) with the significance of the value t - statistic in this construct relationships was $1.582 < 1.96$ and the p value - was $0.114 > 0.05$.
5. There is a positive influence employee satisfaction to organizational commitment as evidenced ($O = 0.149$) with a significance value of t - statistic in this construct relationships was $2.274 > 1.96$, and the value of p - value was $0.024 > 0.05$.
6. There are positive effects of variable emotional intelligence on organizational commitment through job satisfaction ($O = 0.297$) on the organizational commitment with the value of t - statistic $2.346 > 1.96$. Emotional intelligence has a significant positive effect on employee satisfaction ($O = 0.269$) with a value of t - statistics $2.649 > 1.96$. Meanwhile, employee satisfaction has a significant positive effect ($O = 0.149$) organizational commitment with the value of t - statistics was $2.274 > 1.96$.
7. There is a negative effect of variable work stress on organizational commitment through job satisfaction ($O = -0.315$). Work stress has a negative effect on employee satisfaction ($O = -0.256$) with a value of t - statistic $1.582 < 1.96$. Meanwhile, employee satisfaction has a significant positive effect ($O = 0.149$) on the organizational commitment to the value of t - statistics $2.274 > 1.96$.

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