

Mediation Role of Job Satisfaction on the Influence of Emotional Intelligence and Transformational Leadership on Organizational Commitment

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Abstract.

The purpose of this study was to determine and analyze the effect of emotional intelligence on organizational commitment, the influence of transformational leadership on organizational commitment, the effect of emotional intelligence on job satisfaction, the effect of transformational leadership on job satisfaction, the effect of job satisfaction on organizational commitment, the influence of emotional intelligence on organizational commitment through job satisfaction, and the effect of transformational leadership on organizational commitment through job satisfaction. In this study, using associative research with a sample of 81 respondents who are employees of the North Sumatra Provincial Health Office. Data collection techniques using interviews and a list of statements such as questionnaires and data analysis techniques using partial least squares (smartpls) to test the seven hypotheses proposed in this study. The results of the research show that emotional intelligence has no effect on organizational commitment, transformational leadership has no effect on organizational commitment, emotional intelligence has a significant effect on job satisfaction, transformational leadership has a significant effect on job satisfaction, job satisfaction has no significant effect on organizational commitment, emotional intelligence has a significant effect on commitment. organization through job satisfaction (in other words job satisfaction acts as a mediator),

Keywords: Emotional Intelligence, Transformational Leadership, Job Satisfaction Organizational Commitment

I. INTRODUCTION

Along with the times, the role of human resources in an organization is increasingly important and there are many challenges. The success of an organization in responding to the challenges that come is not only determined by the behavior of employees who are assigned tasks according to their job descriptions. Employees are expected to be able to work more optimally, not only working according to the job desk but can do more or extra things such as willing to work together, help each other, give each other advice, participate actively and can make extra contributions to the organization[1]. Human Resources is one of the most important aspects that must be owned by a company so that the company can run well in accordance with the goals that have been set. Without human resources or the lack of quality of human resources, the company or organization will find it difficult to run and operate properly. One of the things that companies can do in managing and maintaining human resources is to pay attention to the job satisfaction of their employees[2]. The level of job satisfaction of employees in a company can be influenced by various factors including emotional intelligence and transformational leadership. These factors can affect job satisfaction and organizational commitment either directly or indirectly. In a company, emotional intelligence is quite influential on job satisfaction and one's commitment to an organization. Emotional intelligence is the ability to understand effectively, be agile, understand, manage the emotions of others in a positive and productive way.[3]. Other researchers who helped popularize emotional intelligence are[4], research on emotions in the workplace shows that emotions can drive increased productivity, innovation, and achievement of individuals, teams and organizations.

The research illustrates the harmony between emotional intelligence of the individual and the organization he adheres to. To survive the organization one must have emotional intelligence, especially in the work environment. Not only emotional intelligence that can affect job satisfaction (job satisfaction) and organizational commitment but also transformational leadership. (Goddess, 2013) stated that transformational leadership affects organizational satisfaction and commitment because transformational leadership will make employees work with satisfaction and will increase employee commitment. Organizational commitment is influenced by transformational leadership because leaders who apply transformational leadership are able to articulate a vision and are able to provide support to individuals in the organization.[6]. Transformational

leaders can set an example as a role model for their employees, can encourage employees to behave creatively, innovatively and be able to solve problems with new approaches. In addition, transformational leaders also care about the problems faced by employees and always provide motivation in order to improve performance so that job satisfaction will be created for their employees. Job satisfaction is one of the important things in a company or organization, so employees will try to provide the best for the interests of the company. Job satisfaction is the attitude that workers have about their jobs. This is the result of their perception of work. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept. A person can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects [7].

Organizational commitment in general can be interpreted as the identification and involvement of someone who is relatively strong in an organization. (Jusmin et al., 2016), said that organizational commitment as an attitude in which employees can reflect feelings of liking or disliking the organization. Therefore, to increase employee organizational commitment, there are several influencing factors such as emotional intelligence possessed by employees, transformational leadership carried out by company leaders. Emotional intelligence and transformational leadership have a very close relationship, because every employee who has good emotional intelligence will produce better job satisfaction. And after getting good job satisfaction, the employee will have a significant contribution in determining whether the employee is willing to commit to the organization. Likewise, transformational leadership, if the better the transformational leadership is carried out in a company or organization, then the job satisfaction in the company will increase and will have an impact on the high organizational commitment. The object of this research is the North Sumatra Provincial Health Office which definitely needs a reliable and high-performing workforce in order to be able to provide progress and easily achieve company goals. The Provincial Health Office is required to be able and competent in responding to every challenge and adapting existing opportunities in carrying out its duties and functions in supporting the achievement of the Governor and Deputy Governor's Vision and Mission. Based on the results of preliminary research conducted at the North Sumatra Provincial Health Office, it can be found that there is a less than optimal ability to Emotional intelligence of employees.

This can be seen from the mood of employees who go up and down, there are officers who demand work from various parties but cannot control themselves, as a result it creates a gap between co-workers so that work connections are hampered and a lack of empathy between employees which can be seen from some unfinished work. however, employees are required to meet a short deadline. Then based on observations by researchers related to organizational commitment, there are still some employees who are negligent in utilizing time so that work is delayed. This can be seen when the employee is directed to carry out a job, but the employee performs other activities such as social media and other media, this phenomenon makes the agreed target has not been achieved. Another phenomenon is the lack of job satisfaction where some employees often complain that they don't like their work, which is marked by work that continues to grow and is not finished. So that it causes a sense of boredom and boredom to enjoy their work. From the explanation of the theory above, it can be seen that Emotional intelligence, transformational leadership, and job satisfaction greatly affect organizational commitment, this is also supported by the results of research conducted [9],[4], and [10] which concludes that emotional intelligence, transformational leadership and job satisfaction have a significant effect on organizational commitment. From previous research and existing theories, the authors make the job satisfaction variable as an intervening variable in this study.

II. METHODS

Research Approach

The research consists of four variables, namely emotional intelligence , transformational leadership as the independent variable, Organizational commitment as the dependent variable and Job satisfaction as the intervening variable. The approach in this research is to use an associative approach.

This study uses a quantitative approach and path analysis that describes and summarizes various conditions, situations and variables.

Operational Definition

The operational definition is an indication of how a variable is measured, to find out whether the measurement is good or bad from a study. The operational definitions in this study include:

Table 1. Operational Definition

NO	Variable	Definition	Indicator
1.	Organizational Commitment	Organizational commitment is the level of desire and belief in an employee to become a member of the organization and accept organizational goals or an attitude where employees have an attachment to their organization or company and the organization will usually stay long in the organization because they feel bound to the organization.	1) Employee will 2) Employee loyalty 3) Employee pride[12]
2.	Emotional Intelligence	Emotional intelligence is the ability to feel and understand more effectively the power of emotional sensitivity which includes the ability to motivate oneself or others, self-control, being able to understand other people's feelings effectively, and being able to manage emotions that can be used to guide the mind to make the best decisions.	1) Recognizing your own emotions 2) Managing emotions 3) Motivate yourself 4) Recognizing other people's emotions 5) Building relationships [13]
3.	Transformational leadership	Transformational leadership is the way a leader motivates and empowers the people under his responsibility to work together to realize the company's vision	1) Charisma (Charisma) 2) Inspirational (Inspirational) 3) Intellectual Stimulation 4) Individual Attention[14]
4.	Job satisfaction	Job satisfaction is an emotional state that is pleasant or unpleasant for employees towards the work they do. Therefore, an organization/company needs to understand and fulfill the needs of its employees. Job satisfaction is also an assessment of the difference to what the organization gives back to him	1) Job content 2) Supervision 3) Opportunity to advance 4) Wages 5) Work colleague [15]

Population and Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions[16]. The population in this study were all employees at the North Sumatra Provincial Health Office, amounting to 418 people. The sample is part or representative of the population under study [17]. The sample in this study was taken based on a random sampling method using a simple random sampling technique. Because the population is known, the Slovin formula is used to determine the number of samples as follows:

$$n = \frac{N}{1 + N \cdot e^2}$$

Where:

n = Sample Size

$$N = \text{Population Size}$$

$$e = \text{Percentage (10\%) leeway, tolerance for inaccuracy due to sampling error}$$

$$n = \frac{418}{1 + 418 \cdot (0.1)^2}$$

$$n = 80.69$$

So based on the above calculations, the sample in this study was 81 people.

Data collection technique

Before collecting data, an author must first determine what data collection method will be used. The data collection tool used must be in accordance with the validity (validity) and reliability or consistency (reliability). There are 2 data collection tools that will be used by researchers [11] are as follows:

1. Interviews/Interviews, to find out the problems of the variables to be studied. That is the technique of collecting data by asking directly to the Office of Communication and Informatics Binjai City and employees. Interview technique was used to obtain more in-depth information about some information relevant to the research used.
2. Questionnaire, is a statement prepared by researchers to find out the opinions/perceptions of research respondents about a variable being studied, a questionnaire can be used if the number of research respondents is quite a lot. The questionnaire given to respondents was measured using a Likert scale consisting of five statements ranging from "strongly agree" to "strongly disagree", each answer was given a weighted value:

Table 2. Likert Skala Scale

No	Question	Weight
1	Strongly Agree (SS)	5
2	Agree (S)	4
3	Disagree (KS)	3
4	Disagree (TS)	2
5	Strongly Disagree (STS)	1

Source: (Juliandi et al., 2015)

Data analysis technique

The data analysis technique of this research uses statistical analysis, namely the partial least square - structural inquiry model (PLSSEM) which aims to perform path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis [18]. Variant-based structural equation analysis (SEM) which can simultaneously test the measurement model as well as test the structural model. PLS is a powerful analytical method because it is not based on many assumptions and the data does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval to ratio scales can be used in the same model). Structural model testing in PLS is carried out with the help of Smart PLS ver software. 3 for Windows. There are two group stages for analyzing SEM-PLS, namely (1) analysis of the measurement model (outer model), namely (a) construct reliability and validity; and (b) discriminant validity. (2) analysis of the structural model (inner model), namely (a) the coefficient of determination (R-square); (b) F-square; (c) hypothesis testing, namely (1) direct effect; (2) indirect effect and (3) total effect [19].

III. RESULT AND DISCUSSION

Measurement Model Analysis (Outer Model)

Analysis of the measurement model analysis (outer model) uses 2 tests, including: (1) Construct reliability and validity and (2) Discriminant validity, the following are the test results:

1. Construct Reliability and Validity

Construct validity and reliability is a test to measure the reliability of a construct. The reliability of the construct score should be high enough. Composite reliability criteria are > 0.6 [20].

Table 3. Composite Reliability

<i>Variable</i>	<i>Composite Reliability</i>
Emotional Intelligence	0.731
Transformational Leadership	0.699
Job satisfaction	0.787
Organizational commitment	0.891

Source: Results of Data Processing SmartPLS 3 (2022)

The conclusion of the composite reliability test is as follows:

- Emotional intelligence variable is reliable, because the composite reliability value of emotional intelligence is $0.731 > 0.6$.
- The transformational leadership variable is reliable, because the composite value of transformational leadership reliability is $0.699 > 0.6$.
- Job satisfaction variable (Z) is reliable, because the composite reliability value of Job satisfaction is $0.797 > 0.6$.
- Organizational commitment variable (Y) is reliable, because the composite reliability value of Organizational commitment is $0.891 > 0.6$.

2. Discriminant Validity

Discriminant validity is the degree to which a construct is completely different from another construct (a construct is unique). The best new measurement criteria is to look at the Heterotrait-Monotrait Ratio (HTMT) value. If the HTMT value is < 0.90 then a construct has good discriminant validity [20].

Table 4. Heterotrait-Monotrait Ratio (HTMT)

	Emotional Intelligence	Transformational Leadership	Job Satisfaction	Organizational Commitment)
Emotional Intelligence				
Transformational Leadership	1,211			
Job satisfaction	1.186	1.161		
Organizational commitment	0.685	0.633	0.770	

Source: Results of Data Processing SmartPLS 3 (2022)

The conclusion of the Heterotrait-Monotrait Ratio (HTMT) test in table 4 above is as follows:

- Variable Emotional intelligence to Transformational leadership has a Heterotrait-Monotrait Ratio of $1.211 > 0.90$, meaning that the discriminant validity is not good or not different from other constructs (the construct is not unique).
- Variable Emotional intelligence to Organizational commitment Heterotrait-Monotrait Ratio value $0.685 < 0.90$, meaning that the discriminant validity is good, or different from other constructs (the construct is unique).
- Variable Transformational leadership to Organizational commitment Heterotrait-Monotrait Ratio $0.633 < 0.90$, meaning that the discriminant validity is good or different from other constructs (the construct is unique).
- Variable Emotional intelligence to Job satisfaction Heterotrait-Monotrait Ratio $1.186 > 0.90$, meaning that discriminant validity is not good or not different from other constructs (the construct is not unique).
- Variable Transformational leadership to Job satisfaction Heterotrait-Monotrait Ratio $1.161 > 0.90$, meaning that discriminant validity is not good or not different from other constructs (the construct is not unique).
- Variable Job satisfaction to Organizational commitment Heterotrait-Monotrait Ratio $0.770 < 0.90$, meaning that discriminant validity is good or different from other constructs (the construct is unique).

Structural Model Analysis (Inner Model)

Structural model analysis uses 5 tests, including: (1) R-Square; (2) F-Square; (3) Hypothesis Test: The following are the test results:

1. R-Square

The criteria for the R-Square are: (1) if the value (adjusted) = 0.75 → the model is substantial (strong); (2) if the value (adjusted) = 0.50 → the model is moderate; (3) if the value (adjusted) = 0.25 → the model is weak (bad) [20].

Table 5. R-Square

	<i>R-Square</i>	<i>R-Square Adjusted</i>
Organizational commitment	0.463	0.442
Job satisfaction	0.885	0.882

Source: Results of Data Processing SmartPLS 3 (2022)

The conclusion from testing the R-square value in Table 5 above is as follows: R-Square Adjusted Path I = 0.442 means that the ability of the X variable, namely emotional intelligence and transformational leadership in explaining Organizational commitment is 44.2%, thus the model is classified as weak. (bad) Then the R-Square Adjusted Path II model = 0.882 meaning that the ability of the X variable, namely emotional intelligence and transformational leadership in explaining Job satisfaction is 88.2%, thus the model is classified as substantial (strong).

2. F-Square

The F-Square measurement or effect size is a measure used to assess the relative impact of an influencing variable (exogenous) on the affected variable (endogenous). Measurement (F-square) is also called the effect of change. That is, the change in value when a certain exogenous variable is removed from the model, can be used to evaluate whether the omitted variable has a substantive impact on the endogenous construct.[20]. The F-Square criteria are as follows: (1) If value = 0.02 → Small effect of exogenous variables on endogenous variables; (2) If value = 0.15 → Moderate/moderate effect of exogenous variables on endogenous variables; and (3) If the value = 0.35 → The large effect of the exogenous variable on the endogenous[20].

Table 6. F-Square

	Emotional intelligence	Transformational leadership	Job satisfaction	Organizational commitment
Emotional Intelligence			0.343	0.007
Transformational Leadership			0.356	0.038
Job Satisfaction				0.163
Organizational Commitment				

Source: Results of Data Processing SmartPLS 3 (2022)

The conclusion of the F-Square value can be seen in table 6 is as follows:

- The variable Emotional intelligence on Organizational commitment has a value of = 0.007, so the effect of the exogenous variable on the endogenous variable is small.
- The variable Emotional intelligence on Job satisfaction has a value of = 0.343, so the effect of exogenous variables on endogenous variables is large.
- The variable Transformational leadership on Organizational commitment has a value of = 0.038, so the effect of the exogenous variable on the endogenous variable is small.
- The variable Transformational leadership on Job satisfaction has a value of = 0.356, so the effect of exogenous variables on endogenous variables is large.
- Variable Job satisfaction to Organizational commitment has a value of = 0.163, so the moderate effect of exogenous variables on endogenous variables.

Hypothesis test

Hypothesis testing (hypothesis testing) contains three sub-analyses, including: (a) direct effect; (b) indirect effects; and (c) total effect. Here are the results of the three:

1) *Direct Effects*

The purpose of the direct effect analysis is to test the hypothesis of the direct effect of a variable that affects (exogenous) on the variable that is influenced (endogenous) [20]. The criteria for testing the direct effect hypothesis are as shown in the section below. First, the path coefficient: (a) If the path coefficient value is positive, then the influence of a variable on other variables is unidirectional, if the value of a variable increases/increases, then the value of other variables also increases/increases ; and (b) If the path coefficient is negative, then the influence of a variable on other variables is in the opposite direction, if the value of a variable increases/increases, then the value of other variables will decrease/lower. Second, the value of probability/significance (P-Value): (1) If the value of P-Values < 0.05 , then it is significant; and (2) If the P-Values > 0.05 , then it is not significant [20].

Table 7. Direct Effect

	<i>TStatistics(O/STDEV)</i>	<i>P-Values</i>
Emotional Intelligence -> Organizational commitment	0.518	0.604
Transformational Leadership -> Organizational commitment	1,282	0.200
Emotional Intelligence -> Job satisfaction	4.264	0.000
Transformational Leadership -> Job satisfaction	4.172	0.000
Job satisfaction -> Organizational commitment	2,555	0.011

Source: Results of Data Processing SmartPLS 3 (2022)

The path coefficient in Table 7 shows that all path coefficient values are positive (seen in $TStatistic(|O/STDEV|)$), including:

- Emotional Intelligence to Organizational commitment : the value of $TStatistics(|O/STDEV|) = 0.518$ and $P\text{-Value} = 0.604 > 0.05$ meaning, there is no effect of Emotional intelligence on Organizational commitment.
- Transformational Leadership to Organizational commitment : $TStatistics$ value ($|O/STDEV|$) = 1.282 and $P\text{-Value} = 0.200 > 0.05$, meaning that there is no effect of Transformational leadership on Organizational commitment.
- Emotional Intelligence to Job satisfaction : the value of $TStatistics(|O/STDEV|) = 4.264$ and $P\text{-Value} = 0.000 < 0.05$ meaning, the effect of Emotional intelligence on Job satisfaction is positive and significant.
- Transformational Leadership to Job satisfaction : the value of $TStatistics(|O/STDEV|) = 4.172$ and $P\text{-Value} = 0.000 < 0.05$, meaning that the effect of Transformational leadership on Job satisfaction is positive and significant.
- Job satisfaction to Organizational commitment : the value of $TStatistics(|O/STDEV|) = 2.555$ and $P\text{-Values} = 0.011 < 0.05$, meaning that the effect of Job satisfaction on Organizational commitment is positive and significant.

2) *Indirect Effect*

The purpose of the indirect effect analysis is to test the hypothesis of the indirect effect of a variable that affects (exogenous) on the influenced variable (endogenous) which is mediated/mediated by an intervening variable (mediator variable).[20]. Criteria for determining indirect effect (indirect effect) [20]is :

- If the $P\text{-Values} < 0.05$, it is significant, meaning that the mediator variable job satisfaction mediates the effect of exogenous variables emotional intelligence and transformational leadership on endogenous variables organizational commitment. In other words, the effect is indirect
- If the $P\text{-Values} > 0.05$, it is not significant meaning that the mediator variable job satisfaction does not mediate the effect of an exogenous variable emotional intelligence and transformational leadership on an endogenous variable organizational commitment. In other words, the effect is direct.

Table 8. Indirect Effect

			<i>TStatistics(O/STDEV)</i>	<i>P-Values</i>
Emotional Intelligence	->	Job satisfaction	2.270	0.024
	->	Organizational commitment		
Transformational Leadership	->	Job satisfaction	2.114	0.035
	->	Organizational commitment		

Source: Results of Data Processing SmartPLS 3 (2022)

Thus, it can be concluded that the indirect effect values shown in table 8 are:

- 1) The indirect effect of emotional intelligence -> Job satisfaction -> Organizational commitment the value of TStatistics (|O/STDEV|) is 2.270, with P-Values 0.024 < 0.05 (significant), then Job satisfaction) mediates the effect of Emotional intelligence on Organizational commitment.
- 2) The indirect effect of transformational leadership -> Job satisfaction -> Organizational commitment the value of TStatistics(|O/STDEV|) is 2.114 with P-Values 0.035 < 0.05 (significant), then Job satisfaction mediates the effect of Transformational leadership on Organizational commitment.

3) **Total Effects**

Total effect is the total of direct effects (direct effects) and indirect effects (indirect effects) [20]

Table 9. Total Effect

	<i>TStatistics(O/STDEV)</i>	<i>P-Values</i>
Emotional intelligence -> Organizational commitment	2.161	0.031
Transformational leadership -> Organizational commitment	0.077	0.939
Emotional intelligence -> Job satisfaction	4.264	0.000
Transformational leadership -> Job satisfaction	4.172	0.000
Job satisfaction -> Organizational commitment	2,555	0.011

Source: Results of Data Processing SmartPLS 3 (2022)

The conclusion of the total influence value in the table above is as follows:

- a) *Total effect* the relationship emotional intelligence and organizational commitment the value of TStatistics (|O/STDEV|) is 2.161 with P-Values 0.031 < 0.05 (significant effect).
- b) *Total effect* the relationship between transformational leadership and organizational commitment the value of TStatistics (|O/STDEV|) is 0.077 with P-Values 0.939 > 0.05 (no effect).
- c) *Total effect* the relationship emotional intelligence and job satisfaction the value of TStatistics (|O/STDEV|) is 4.262 with P-Values 0.000 < 0.05 (significant effect).
- d) *Total effect* the relationship transformational leadership and job satisfaction the value of TStatistics (|O/STDEV|) is 4.172 with P-Values 0.000 < 0.05 (significant effect).
- e) *Total effect* the relationship job satisfaction and organizational commitment the value of TStatistics (|O/STDEV|) is 2,555 with P-Values 0.011 < 0.05 (significant effect).

Discussion

The Effect of Emotional Intelligence on Organizational Commitment

Based on the results of partial testing of the effect of emotional intelligence on organizational commitment, with a value of TStatistics(|O/STDEV|) = 0.518 and P-Values 0.604 with a significant level of 0.604 > 0.05 from these results it can be concluded that there is no influence between emotional intelligence to organizational commitment. The importance of an employee having good emotional intelligence and high organizational commitment to the institution where he works, especially in the midst of the phenomenon of employee welfare which is increasingly being improved and given special attention by the state. Employees who have high emotional intelligence will have a significant contribution in determining an employee to be committed to the organization. In contrast to the results of this study which found no effect between emotional intelligence on organizational commitment. To develop and optimize emotional intelligence that plays a role in increasing employee commitment to good work, it is recommended to the agency, especially the leadership, to include elements of emotional intelligence in giving assignments or work and involve employees' emotions in the work process. The results of this study are different from

research conducted which states that emotional intelligence has a significant effect on organizational commitment [21],[22], and[23].

The Effect of Transformational Leadership on Organizational Commitment

Based on the results of partial testing of the effect of transformational leadership on organizational commitment, with a value of $TStatistics(|O/STDEV|) = 1.282$ and P-Values 0.200 with a significant level of $0.200 > 0.05$ from these results it can be concluded that there is no effect between transformational leadership to organizational commitment. Transformational leadership affects organizational satisfaction and commitment because transformational leadership will make employees work with satisfaction and will increase employee commitment. Organizational commitment is influenced by transformational leadership because leaders who apply transformational leadership are able to articulate the vision and provide support to individuals in the organization [5].

In contrast to the results of this study which found no effect between transformational leadership on organizational commitment. So therefore It is hoped that the leader can improve the transformational leadership style because the transformational leadership style is able to motivate employees so that employees feel comfortable at work so that they can increase their commitment to improve performance. In addition, the transformational leadership style is able to have a positive impact on the organization. Organizations must continue to evaluate all aspects related to employee performance and continue to motivate employees to perform even better in order to achieve organizational goals that are even better than before. The results of this study are different from previous research conducted which states that there is a positive and significant relationship between transformational leadership and organizational commitment [24] [25] and [26].

The Effect of Emotional Intelligence on Job Satisfaction

Based on the results of partial testing of the effect of emotional intelligence on job satisfaction, with a value of $TStatistics(|O/STDEV|) = 4.264$ and P-Values 0.000 with a significant level of $0.000 < 0.05$ from these results it can be concluded that there is a significant influence between emotional intelligence on job satisfaction. In work, emotional intelligence or emotional intelligence is closely related to job satisfaction or job satisfaction. Emotional intelligence that is disturbed will cause a person to not be able to achieve maximum job satisfaction. Likewise, someone who achieves maximum job satisfaction will cause high emotional intelligence. This is in accordance with the results of research conducted stating that there is a positive and significant influence of emotional intelligence on job satisfaction [3]. The results of this study are also in accordance with previous studies which stated in their research that there was a positive relationship between emotional intelligence and job satisfaction [4].

The Effect of Transformational Leadership on Job Satisfaction

Based on the results of partial testing of the effect of emotional intelligence on job satisfaction, with a value of $TStatistics(|O/STDEV|) = 4.172$ and P-Values 0.000 with a significant level of $0.000 < 0.05$ from these results it can be concluded that there is a significant effect between transformational leadership on job satisfaction. Transformational leadership is a leader who has the ability to match the vision of the future with subordinates at a higher level than what they need, transformational leadership also refers to the process of building commitment to organizational goals and giving trust to employees to achieve these goals Thus, employees will lead to job satisfaction, employees are motivated to work more enthusiastically and increase productivity so that it will lead to employee job satisfaction. This is in accordance with the results of research conducted to find that the behaviors of transformational leaders affect job satisfaction and subordinate satisfaction with their leaders [27] and [9].

The Effect of Job Satisfaction on Organizational Commitment

Based on the partial test results the effect of emotional intelligence on job satisfaction, with a value of $TStatistics(|O/STDEV|) = 2.555$ and P-Values 0.011 with a significant level of $0.011 < 0.05$ from these results it can be concluded that there is a significant effect between job satisfaction to organizational commitment. *Job satisfaction* or job satisfaction is predicted to have an influence on organizational

commitment. This is supported by previous research which has found that there is a significant correlation between job satisfaction and organizational commitment dimensions, namely normative commitment and continuance commitment [28]. In the research that has been carried out, it has found results where job satisfaction is positively and consistently able to influence the organizational commitment of employees[29]. Meanwhile, several other studies have shown that job satisfaction has an effect on organizational commitment [30],[31],[32],[33],[34] and[35].

The Effect of Emotional Intelligence on Organizational Commitment Through Job Satisfaction

Based on the results of testing the effect of emotional intelligence on organizational commitment through job satisfaction, with a value of $T_{Statistics}(|O/STDEV|) = 2.270$ and P-Values 0.024 with a significant level of $0.024 < 0.05$ from these results it can be concluded that there is an influence between emotional intelligence on organizational commitment through job satisfaction. This means that the mediating variable (job satisfaction) becomes a mediator between emotional intelligence and organizational commitment.

Emotional intelligence or emotional intelligence has an influence on organizational commitment through job satisfaction. This is related to research that has been done previously [3]. In the research that has been done, it was found that emotional intelligence has a direct and indirect effect on job satisfaction and organizational commitment. Job satisfaction also has a significant positive effect on organizational commitment, and job satisfaction is stated to be able to mediate the relationship between emotional intelligence and organizational commitment.

The Effect of Transformational Leadership on Organizational Commitment Through Job Satisfaction

Based on the results of testing the effect of transformational leadership on organizational commitment through job satisfaction, with a value of $T_{Statistics}(|O/STDEV|) = 2.114$ and P-Values 0.015 with a significant level of $0.015 < 0.05$ from these results it can be concluded that there is an influence between transformational leadership on organizational commitment through job satisfaction. This means that the mediating variable (job satisfaction) becomes a mediator between transformational leadership and organizational commitment.

Transformational leadership style affects employee job satisfaction and the higher the job satisfaction, the higher the organizational commitment[36]. The results showed a significant relationship between job satisfaction and organizational commitment[37]. Based on the description above, the hypothesis is that transformational leadership style has an indirect effect on organizational commitment, but through job satisfaction first.

IV. CONCLUSIONS

Based on the data obtained in research on the role of job satisfaction in mediating the influence of emotional intelligence on organizational commitment at the North Sumatra Provincial Health Office. Respondents in this study amounted to 65 people, then it has been analyzed, it is concluded that emotional intelligence has no effect on organizational commitment, transformational leadership has no effect on organizational commitment, emotional intelligence has a significant effect on job satisfaction, transformational leadership has a significant effect on job satisfaction, job satisfaction has an effect significant to organizational commitment, Emotional intelligence affects organizational commitment through job satisfaction and transformational leadership affects organizational commitment through job satisfaction at the North Sumatra Provincial Health Office. In other words, job satisfaction acts as a mediator.

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