

The Effect Of Emotional Intelligence And Organizational Culture On Organizational Commitment Through Job Satisfaction As Intervening Variable In PT.Capella Multidanda

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Abstract.

This study aims to analyze the influence of emotional intelligence and organizational culture on organizational commitment through job satisfaction as an intervening variable at pt. capella multidana. The population in this study was 492 people, with a sample of 81 people at a 90% confidence interval. The technique used in sampling is purposive sampling. The data analysis tool uses SPSS. The results of the analysis show that emotional intelligence has a positive and insignificant effect on job satisfaction at PT. Capella Multidana. Organizational culture has a positive and insignificant effect on job satisfaction at PT. Capella Multidana. Emotional intelligence has a positive but not significant effect on organizational commitment at PT. Capella Multidana. Organizational Culture has a positive and insignificant effect on organizational commitment at PT. Capella Multidana. Job satisfaction has a positive but not significant effect on organizational commitment at PT. Capella Multidana. The direct effect of emotional intelligence on organizational commitment is smaller than the indirect effect of emotional intelligence on organizational commitment. The direct effect of organizational culture on organizational commitment is smaller than the indirect effect of organizational culture on organizational commitment.

Keywords: Organizational Culture, Emotional Intelligence, Job Satisfaction, Organizational Commitment

I. INTRODUCTION

Human resource management is very important for organizations in managing, organizing, and utilizing employees productively to achieve organizational goals. Human resources in the organization need to be managed professionally in order to realize a balance between the needs of employees and the demands and abilities of the organization to produce performance [1]. Maintaining human resources in the company is not an easy thing. Especially now that many companies are providing better and more tempting offers for prospective employees. Employees will also be more interested in working elsewhere if their current workplace cannot meet their needs. This is an important task for companies to be able to grow organizational commitment. The commitment of employees in an organization is absolutely necessary for the success of the organization itself [2]. PT Capella Multidana is a company that focuses its business on providing consumer financing with installment payments for motor vehicles. Corporate culture is built from values that are believed to be good and right principles in carrying out work and become a guide for every human being in behaving, acting and making decisions to achieve common goals. The Company's cultural values guide the behavior of all employees and form the basis for setting organizational rules, policies and systems. However, conditions in the field, what is the vision and mission within the company have not been achieved or can be said to be still far from the target, this is due to the low commitment of employees to the company due to employee awareness of discipline in work is very low. Some employees are often late to the office and some even do not come to work. This is due to employee dissatisfaction in carrying out their work so that employees are not disciplined in work which has an impact on employee commitment in the company. Therefore, due to the problems that arise in the company, the researchers are interested in further researching the problems that arise in PT. Capella Multidana. The results of employee discipline data in 2021 can be seen in Table 1.1 below.

Table 1.1 Employee Attendance Data PT. Capella Multidana

Number	Month (2021)	Number of Late Employees	Number of Alpha Employees
1	January	77	114
2	February	100	172
3	March	96	180
4	April	102	191
5	May	116	172

6	June	115	150
7	July	101	192
8	August	130	145
9	September	94	90
10	October	114	160
11	November	93	190
12	December	97	185

Source: Data absent employees of PT. Capella Multidiana

Based on Table 1.1, it can be concluded that the average number of employees who are late for work is 25% of the current number of employees, while for the number of alpha employees the average number of employees every month is almost 38% of employees who do not come to work. This data is the main indicator of the low commitment of employees to the company, where it is influenced by job satisfaction.

For organizations that have employees with low commitment, the organization will have difficulty achieving organizational goals that have been previously set by the owners of the organization [2]. In addition, the low commitment of employees, will result in a low level of cohesiveness in the group. Employees who have low commitment will also be more likely to see themselves as outsiders, and they do not want to see themselves as long-term members of the organization. This can be seen from several indications, including an increasing absenteeism rate and a high employee turnover rate. This will reduce the effectiveness of the organization [3]. Conversely, if an organization has high employee commitment, it will result in the organization being able to survive and be able to continue to improve the services and products produced. The higher the commitment of employees in an organization, the easier it is for the organization to achieve organizational goals that have been previously set by the owner of the organization. [4] Robbins (2006) states that employee commitment in a group also results in a low desire of employees to leave the organization where the group is located. Commitment in a group, resulting in a strong desire to complete the task as well as possible, and the desire to listen and follow suggestions or opinions of fellow members will increase [5].

The first factor that influences organizational commitment is emotional intelligence. Emotional intelligence is the capacity to recognize one's own feelings and feelings towards others, to motivate oneself and to process one's own emotions in relation to others [6]. Emotional intelligence has the same efficacy as intellectual intelligence, and is sometimes more powerful than intellectual intelligence, it is emphasized that intellectual intelligence only contributes 20% to a person's success, while the other 80% is determined by other factors, it cannot be denied that emotional intelligence is very important and able to influence employee organizational commitment. This is supported by research conducted by Karrambut and Noormijati (2012), revealing that through emotional intelligence, a person will learn to manage his feelings so that he can express them appropriately and effectively [7]. In addition, a good organizational culture can also be a major instrument of competitive advantage if the organizational culture is able to support the organization's strategy and is able to answer or overcome environmental challenges quickly and appropriately. Organizational culture can function as an adhesive system and behavioral reference to achieve organizational goals. On the other hand, a bad organizational culture will hinder the running of the organization.

Organizational culture is a form of social values in an organization that can be a guide in solving problems that occur both inside and outside the organization by inculcating values when employees first join the organization. The inculcation of organizational cultural values begins with how the company founder makes behavioral guidelines that contain what kind of organizational culture will be developed in his organization. Organizational culture requires cultural development that can be done through the process of socializing organizational culture. Socialization includes an activity where organizational members learn the ins and outs of the organization and how they must interact and communicate among members to carry out all organizational activities. Organizations must be able to invite employees, especially new employees to make adjustments to the organizational culture which is a guide in achieving high organizational commitment [8]. Job satisfaction is a person's behavior and feelings towards the work they have. That way employee productivity can be increased by making employees in the organization feel more satisfied, because they are empowered by the organization and the social needs of an employee feel fulfilled. Thus,

employees who have a high level of job satisfaction will show a high concern for the organization that is by still wanting to stay in the organization.

This is in accordance with research conducted by Gangai and Agrawal (2015), who found that job satisfaction can increase commitment to the organization [9]. Based on the results of initial observations made, in connection with the discussion of emotional intelligence and organizational culture on organizational commitment through job satisfaction at PT. Capella Multidana that employees are an important asset at PT. Capella Multidana in achieving success to face competition with similar companies and to survive in the midst of fairly tight competition, the company is expected to continue to move by innovating in terms of products or services produced. To carry out these innovations, quality human resources are needed. In order to achieve these expectations, PT. Capella Multidana needs to pay attention to the emotional intelligence of its employees, create a good organizational culture in order to form a good work team and create job satisfaction for employees to form organizational commitment. With emotional intelligence owned by employees, good organizational culture and employee job satisfaction, it is expected to increase self-confidence while at the same time increasing discipline in work so that employees can work well, optimally and more productively so that PT. Capella Multidana can achieve the stated goal, namely better organizational commitment. From the description above, researchers are interested in researching and discussing this as an object of research, while the title proposed is: "The Effect of Emotional Intelligence and Organizational Culture on Organizational Commitment through Job Satisfaction as an Intervening Variable at PT. Capella Multidana".

II. METHODS

PLS Analysis - SEM

This data will be analyzed with a quantitative approach using statistical analysis, namely the partial least square - structural equation model (PLS-SEM), which aims to perform path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis [10]. Structural equation analysis (SEM) based on variance that can simultaneously test the measurement model as well as test the structural model. The measurement model is used to test the validity and reliability, while the structural model is used to test causality (testing hypotheses with predictive models) [11].

III. RESULT & DISCUSSION

RESULT

Table 1.1 Multicollinearity Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
(Constant)	7,797	4,954			
X1	,515	,160	,387	,416	2,403
X2	,291	,090	,390	,416	2,403

a. Dependent Variable: Z

Source: *Primary Data Processed*, 2022

The results of the multicollinearity test can be seen that the VIF and tolerance values are as follows: Emotional Intelligence variable (X1) has a VIF value of 2.403 and a tolerance of 0.416. Organizational Culture variable (X2) has a VIF value of 2.403 and a tolerance of 0.416. From these provisions, if the VIF value is < 10 and tolerance > 0.10 then there is no multicollinearity symptom and the values obtained from the calculation are in accordance with the VIF and tolerance values, it can be concluded that the independent variable does not occur multicollinearity so that the model has qualify the classical assumptions in regression analysis.

Table 1.2 t test results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,797	4,954		1,574	,120
X1	,515	,160	,387	3,228	,002
X2	,291	,090	,390	3,252	,002

a. Dependent Variable: Z

Source: Primary Data Processed, 2022

In the table, the t statistical test is obtained, as follows:

1. Emotional intelligence variable (X1) with a probability level of 0.002. Thus, it can be concluded that $P = 0.002 < = 0.05$, accept the hypothesis that emotional intelligence has a significant effect on job satisfaction variables.
2. Organizational culture variable (X2) with a probability level of 0.002. Thus, it can be concluded that $P = 0.002 < = 0.05$, so accept the hypothesis that the organizational culture variable has a significant effect on the job satisfaction variable.

Thus, the path analysis equation can be arranged as follows:

$$Z = 0,387 X1 + 0,390 X2$$

The analysis equation model means:

1. Emotional intelligence variable (X1) = 0.387. The emotional intelligence variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the emotional intelligence variable will increase the value of the job satisfaction variable by 0.315 per one unit score.
2. Organizational culture variable (X2) = 0.390. Organizational culture variable with a positive sign means that it has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of the job satisfaction variable by 0.390 per one unit score.

Furthermore, to determine the magnitude of the influence of the independent variable on the dependent variable is to use the coefficient of determination test R in Table 1.3:

Table 1.3 Determination Coefficient Test Results (R2)

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,730 ^a	,533	,521	4,61231

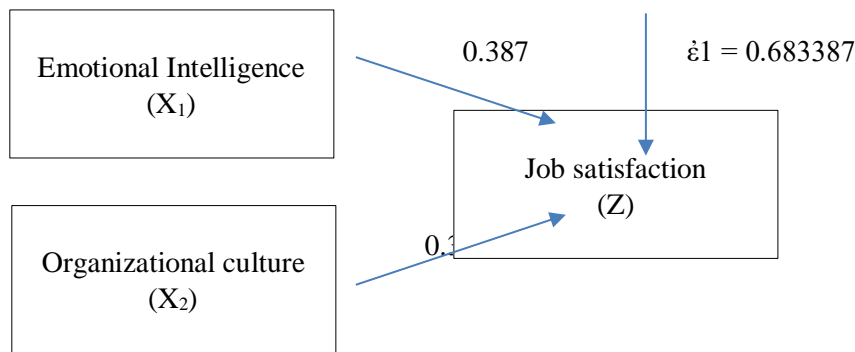
b. Dependent Variable: Z

Source: Primary Data Processed, 2022

The result of calculating the value of R Square is 0.533. This result means 53.3% of motivation can be explained by the two independent variables above, while the remaining 46.7% is explained by other variables not included in this study.

Sub Path Analysis Results

Referring to the regression output of Sub Model I, it can be seen that the significance value of the two variables, namely emotional intelligence (X1) = 0.002 and organizational culture (X2) = 0.002. These results conclude that the regression of Sub Model I, namely the emotional intelligence variable (X1) has a significant effect on job satisfaction (Z), and the organizational culture variable (X2) has a significant effect on emotional intelligence (Z). The value of R2 or R Square contained in the Model Summary table is 0.832. This shows that the contribution or contribution of the emotional intelligence variable (X1) and organizational culture (X2) to the job satisfaction variable (Z) is 53.3%, while the remaining 46.7% is the contribution of other variables not included in the study. Meanwhile, the value of 1 can be found with the formula $1 = (1-0.533) = 0.683$. Thus, the path diagram of the structural model I is obtained as follows:



$$Z = 0,387 X_1 + 0,390 X_2$$

Fig 1.1 Path Diagram

DISCUSSION

The Effect of Emotional Intelligence on Job Satisfaction

Emotional intelligence variable has a positive and insignificant effect on job satisfaction at PT. Capella Multidana. The emotional intelligence variable has a regression coefficient of 0.387 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the emotional intelligence variable will increase the value of employee job satisfaction at PT. Capella Multidana is 0.387 per one unit score. Based on the results of testing the first hypothesis, it is known that emotional intelligence has a significant influence on job satisfaction at PT. Capella Multidana. This means that emotional intelligence has the same efficacy as intellectual intelligence, and is sometimes more powerful than intellectual intelligence, it is emphasized that intellectual intelligence only contributes 20% to a person's success, while the other 80% is determined by other factors, so it cannot be denied that emotional intelligence very important and able to influence employee organizational commitment. This is supported by research conducted by Karrambut and Noormijati (2012), revealing that through emotional intelligence, a person will learn to manage his feelings so that he can express them appropriately and effectively [7].

The Influence of Organizational Culture on Job Satisfaction

The organizational culture variable has a positive and insignificant effect on job satisfaction at PT. Capella Multidana. The organizational culture variable has a regression coefficient value of 0.390 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of job satisfaction of PT. Capella Multidana is 0.390 per one unit score. Based on the results of testing the second hypothesis, it is known that organizational culture has a significant influence on job satisfaction of employees of PT. Capella Multidana. This means the application of organizational culture in the company where satisfaction with co-workers with a statement of employee willingness to cooperate with other employees in providing good service where in the willingness of other employees with co-workers for relationships between other employees, both the same and different types of work. therefore supportive coworkers can earn more than just money and tangible achievements from within work. From the results of the analysis of this study, states that organizational culture is not significant to job satisfaction [12].

The Effect of Emotional Intelligence on Organizational Commitment

Emotional intelligence variable has a positive and insignificant effect on organizational commitment at PT. Capella Multidana. Emotional intelligence variable has a regression coefficient value of 0.063 has a unidirectional effect, which means that each addition or increase in the value of one unit score of the emotional intelligence variable will increase the performance value of PT. Capella Multidana is 0.063 per one unit score. Based on the results of testing the third hypothesis, it is known that emotional intelligence has a significant influence on the organizational commitment of PT. Capella Multidana. The success of employee organizational commitment is largely determined by emotional intelligence, because it involves a state of interdependence and dependence that requires coordination. Emotional intelligence is a primary need that is not only verbal but also uses non-verbal forms, the relationship that exists both structurally and emotionally between humans in a company is one of the factors supporting the effectiveness of achieving

organizational goals.

The findings of this study are supported by research conducted by Syaiful Bahri (2017), which states that emotional intelligence has no positive and significant effect on employee organizational commitment [13].

The Influence of Organizational Culture on Organizational Commitment

The organizational culture variable has a positive and significant effect on organizational commitment at PT. Capella Multidana. The organizational culture variable has a regression coefficient value of 0.116 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the organizational culture variable will increase the value of PT. Capella Multidana is 0.116 per one unit score. Based on the results of testing the fourth hypothesis, it is known that organizational culture has a significant influence on the organizational commitment of PT. Capella Multidana. This means that the better the implementation of organizational culture, the higher the employee's organizational commitment, and vice versa, the less good the organizational culture, the lower the employee's organizational commitment. The results of this study are in accordance with previous research which states that organizational culture has a positive and significant effect on organizational commitment [14][15][16][17][18].

The Effect of Job Satisfaction on Organizational Commitment

Job satisfaction variable has no significant positive effect on employee organizational commitment at PT. Capella Multidana. The job satisfaction variable has a regression coefficient value of 0.815 which has a unidirectional effect, which means that each addition or increase in the value of one unit score of the job satisfaction variable will increase the value of the organizational commitment of employees of PT. Capella Multidana is 0.815 per one unit score. Based on the results of testing the fifth hypothesis, it is known that job satisfaction has a significant influence on the organizational commitment of PT. Capella Multidana. This means that employee productivity can be increased by making employees in the organization feel more satisfied, because they are empowered by the organization and the social needs of an employee feel fulfilled. Thus, employees who have a high level of job satisfaction, an employee will show a high concern for the organization that is by still wanting to stay in the organization. This is in accordance with research conducted by Gangai and Agrawal (2015), who found that job satisfaction can increase commitment to the organization [19].

The Effect of Emotional Intelligence on Organizational Commitment through Job Satisfaction

Based on the results of the Sobel test calculation, it is known that the t value is 23,544, so that the t value is $23,544 > t \text{ table } 1.990$, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of emotional intelligence on organizational commitment. And based on path analysis, it is known that the influence of emotional intelligence (X1) on organizational commitment (Y) of employees of PT. Capella Multidana is 37.5%, which consists of a direct effect of 6.3% and an indirect effect of emotional intelligence (X1) on organizational commitment (Y) through job satisfaction (Z) of 31.5%. The results of this calculation show that the direct effect of emotional intelligence (X1) on organizational commitment (Y) is smaller than the indirect effect. Thus it can be said that emotional intelligence (X1) is less effective in increasing organizational commitment (Y), in other words it can be emphasized that emotional intelligence (X1) has no effect if there is an increase in organizational commitment (Y) of employees in carrying out their duties. Based on the results of testing the sixth hypothesis, it is known that emotional intelligence through job satisfaction has an influence on the organizational commitment of PT. Capella Multidana. The results showed that job satisfaction has a role in mediating the influence of emotional intelligence on organizational commitment.

The Influence of Organizational Culture on Organizational Commitment through Job Satisfaction

Based on the results of the Sobel test calculation, it is known that the t value is 6716, so that the t value is $6.716 > t \text{ table } 1.990$, it can be concluded that the job satisfaction variable is able to mediate the relationship between the influence of organizational culture on organizational commitment. And based on path analysis, it is known that the influence of organizational culture (X2) on organizational commitment (Y) of employees of PT. Capella Multidana is 52.5%, which consists of a direct influence of 11.6% and an

indirect effect of organizational culture (X2) on organizational commitment (Y) through job satisfaction (Z) of 31.7%. The results of this calculation show that the direct influence of organizational culture (X2) on organizational commitment (Y) is smaller than the indirect effect. Thus it can be said that the influence of organizational culture (X2) will be greater in increasing organizational commitment (Y) if it is done through motivation (Z). Based on the results of testing the seventh hypothesis, it is known that organizational culture through job satisfaction has an influence on the organizational commitment of PT. Capella Multidana. The results showed that job satisfaction has a role in mediating the influence of organizational culture on organizational commitment.

IV. CONCLUSION

Based on the results of research and discussion through proving the hypothesis on the issues raised, it can be concluded that: Emotional intelligence has a positive and insignificant effect on job satisfaction at PT. Capella Multidana. This means that this condition proves that the better emotional intelligence can increase job satisfaction but not significantly. Organizational culture has a positive and insignificant effect on job satisfaction at PT. Capella Multidana. This means that this condition proves that the better the organizational culture can increase job satisfaction but not significantly. Emotional intelligence has a positive but not significant effect on organizational commitment at PT. Capella Multidana. This means that this condition proves that the better emotional intelligence can increase organizational commitment but not significantly. Organizational Culture has a positive and insignificant effect on organizational commitment at PT. Capella Multidana. This means that this condition proves that the better the organizational culture can increase organizational commitment but not significantly. Job satisfaction has a positive but not significant effect on organizational commitment at PT. Capella Multidana.

This means that this condition proves that the higher job satisfaction can increase organizational commitment but not significantly. The influence of emotional intelligence on the organizational commitment of employees of PT. Capella Multidana will be bigger if it is done through job satisfaction. The direct effect of emotional intelligence on organizational commitment is smaller than the indirect effect of emotional intelligence on organizational commitment. It can be concluded that job satisfaction is able to mediate the effect of emotional intelligence on organizational commitment. The influence of organizational culture on the organizational commitment of employees of PT. Capella Multidana will be bigger if it is done through job satisfaction. The direct effect of organizational culture on organizational commitment is smaller than the indirect effect of organizational culture on organizational commitment. It can be concluded that job satisfaction is able to mediate the influence of organizational culture on organizational commitment.

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