



Research Paper

## EFFECT OF EMOTIONAL INTELLIGENCE, COMPETENCY, AND ORGANIZATIONAL COMMITMENT TO WORK SATISFACTION AND PERFORMANCE OF EMPLOYEES GENERAL HOSPITAL CENTER DR. WAHIDIN SUDIROHUSODO MAKASSAR

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Received 30 October, 2017; Accepted 09 November, 2017 © The author(s) 2017. Published with open access at [www.questjournals.org](http://www.questjournals.org)

**ABSTRACT:** Research it aims u ntuk determine and analyze the effect of variable emotional Intelligence, competencies, and organizational commitment to variable job satisfaction, determine and analyze the influence of variables emotional intelligence, competence and organizational commitment to employee performance, identify and analyze the effect of variable organizational commitment satisfaction employee and u ntuk know and analyze the indirect influence of variables emotional intelligence, competence and organizational commitment to employee performance Hospital Dr. Wahidin Sudirohusodo through job satisfaction. This study used two approaches, namely descriptive (descriptive research) and explanatory approach (explanatory research). This research was conducted at the General Hospital Center Dr. Wahidin Sudirohusodo. Sampling in this study was 292 people. The sampling technique is done by random sampling (random sampling), with determination df (degree of freedom) or the degree of error of 5% -10%. Data obtained in the form with quantitative data will be processed in statist ict. Analysis of the data used in this study using the most advanced methods in the field of statistics, namely Structural Equation Modeling SEM- 22.

The results showed that emotional intelligence contributes to increased job satisfaction. This gives an indication that higher emotional intelligence will make higher employee satisfaction. Competence contribute to increased satisfaction to fw. This shows that the higher the competence to make the higher employee satisfaction. Organizational commitment contributes to increased job satisfaction. Emotional intelligence contributes to the improvement of employee performance. Competence contributes to the improvement of employee performance Organizational commitment does not contribute to the improved employess performance this case shows that the commitment organization has no direct effect on employee performance. Job satisfaction has contributed to the improvement of employee performance, This shows that the higher job satisfaction will make the higher performance of employees. Emotional intelligence contributes indirectly to employee performance through job satisfaction. This shows that emotional intelligence will encourage increased job satisfaction that ultimately impact on improving employee performance. Competence does not contribute indirectly to employee performance through job satisfaction. This shows that competence has no effect through job satisfaction, but it directly affects performance. Organizational commitment does not contribute indirectly to employee performance through job satisfaction. This shows that organizational commitment has no effect through job satisfaction, nor does it directly affect employee performance.

**Keywords:** Emotional Intelligence, Competence, Organizational Commitment, Job Satisfaction and Employee Performance

### I. INTRODUCTION

Now, the demand for improving the quality performance of Human Resources is no longer considered as *liabilities* (obligations), but as an *asset* of the company. Even the old paradigm of 'punishment-reward' is considered the most appropriate, the most humane, the most fair and so on, is no longer relevant to contemporary developments, because in reality there would have been unsatisfactory, for example, in the form of absent or late to work, steal time, stealing objects, sabotaging work, until protests and demonstrations.

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The problem is that the potential of human resources in general is not yet optimally efficient, especially the human resources of the Central General Hospital (RSUP) Wahidin Sudirohusodo. It includes emotional quotient (EQ) issues; Emotional Intelligence of employees, Competence of employees, Organizational Commitment of employees, and Job Satisfaction of employees and Performance employees RSUP. Dr. Wahidin Sudirohusodo A number of literature explains, humans accommodate some potential intelligence. Even as the development of science, the term intelligence evolved into some kind of intelligence, that intelligence (*Intelligent quotient*), emotional intelligence (*emotional quotient*) and spiritual intelligence (*spiritual quotient*). The third type of intelligence is equally important in the development of science and knowledge, but in this study only focused on the emotional intelligence of individuals on the grounds that the theory with empirical fact still a *gap* (the gap), because not all employees of the department of Wahidin Sudirohusodo stability emotional intelligence good, so it sometimes has an adverse effect on its performance, including on service to patients.

Not only is the issue of emotional intelligence, but competence is an important factor that can affect performance. Related to this, based on the writer's observation that generally the work pattern of employees in RSUP Wahidin Sudirohusodo some do not have the expected competence. This can happen because individually human beings have different levels of ability in addition to the value system adopted by an organization. Competence is needed in every process of human resource use, employee selection, performance management and performance planning, Hutapea, (2008: 73). The competence of apparatus office generally means the capability and characteristics possessed by a civil servant in the form of knowledge, skills, attitudes and behavior in the implementation of task and position, Mustopadidjaja (2002: 98).

Similarly, in the department of organizational commitment. Dr. Wahidin Sudirohusodo should be an important concern and study. Why? It may be that phenomena related talks Emotional Intelligence, Competence, Organizational Commitment and Job Satisfaction on Employee Performance Dr. Wahidin Sudirohusodo allows there is a problem or gap between reality (*dasein*) and expectations (*dassolen*) society, and thus will the author can take a stand after the testing and analysis of the research results. According Winardi (2001: 4) when studying the views and opinions about the satisfaction and motivation related to the behavior and performance, and includes an orientation towards satisfaction tujuan. Sebuah concepts used when explaining the forces that affect an individual or that is in the individual, which organizes and directs behavior.

Penelitian else mentioned that job satisfaction, C Lifford, (1997: 241) and the commitment is a factor that can affect employee performance. However reseearch conducted Panggabean, (2002: 2) showing, fairness in payroll and individual behavior does not affect one's performance. Increased employee performance will be related to the performance assessment carried out by an organization or a company. study Antonioni, (2000: 27) show, one way to improve individual performance is the feedback mechanism known as the concept or theory of 360 degrees. Employee performance can also be improved by creating *eustress* or better known as positive stress or both. Positive stress can create challenges and act as a motivator for many employees, and thus its performance can be further increased, W idiantoro, (: 2001: 56).

Therefore, research about the performance is that there will always be faced by an organization's management institute, because it is the management of an organization need to know the factors that affect employee performance. Because here an organization or company can take the necessary policy, so in accordance with the expectations of the organization, Habibah, (2001: 28). Based on the description of the phenomenon of the problems mentioned above, the researchers wanted to test whether the theory put forward previous researchers are still relevant when associated with the object of this study. In addition the researchers also want to see how the Influence of Emotional Intelligence, Competence, Organizational Commitment and Job Satisfaction on Employee Performance General Hospital Center (RSUP) Dr. Wahidin Sudirohusodo, Makassar.

## **II. METHODS**

### **Research Approach**

This study used two approaches, namely descriptive (*descriptive research*) and explanatory approach (*explanatory research*). Descriptive approach because researchers tried to explain research results with using tables, pictures and graphs about the data or figures that have been processed through the tool statistikSEM- *Equotion Structural Modeling*. While the explanatory approach used to describe the effect of exogenous variables is often called variables impact (independend) against endogenous variables, known as the variable that is affected (*dependend*).

### **Location and Time of Study**

This research was conducted at the General Hospital Pusat Dr. Wahidin Sudirohusodo. The main reason is because the site selection General Hospital Dr. Wahidin Sudirohusodo The majority of employees among one another have different, emotional intelligence, competence and Organizational Commitment. Besides that also the employees of RSUP. Dr. Wahidin Sudirihusodo employee or an employee who has quite a lot so interesting to study and The time needed to conduct this study three months, ie March 2017 s / d June 2017.

### **Population and Sample**

The study population was all employees of the department of Wahidin Sudirohusodo, as many as 1,256 people.

Given the number of population in this case all the employees of the department of Wahidin Sudirohusodo many as 1,256 people, then the formula can be drawn samples Slovin proportionally, namely: 292, 62 or rounded up to 292 people. The sampling technique is done by *random sampling* (random sampling), with determination *df* (*degree of freedom*) or the degree of error of 5% -10%.

Moreover, Ferdinand (2002: 48) suggest sampling technique using maximum *Likelihood Estimation*, depending also on the estimated number of indicators, which multiplied by 5 -10. For example, if the indicator is 20, then the sample size is between 100-200. This means in line with the pattern of sampling that the researchers pointed out above.

### **Data analysis method**

#### **Analysis Technique**

The data obtained in the form of quantitative data and will be processed statistically. Analysis of the data used in this study using the most advanced methods in the field of statistics, namely SEM- deng's *Structural Equation Modeling* using tools AMOS- 21 (Zulganef, 2006: 95) and Ferdinand (2002): 48), which is a variant of *Multiple Regression* Regression Analysis means, Sudjana, (1994: 47).

## **III. RESULTS AND DISCUSSION**

### **Analysis of Research Results**

Analysis of the results of studies using structural equation modeling (*Structural Equation Model / SEM*) with a confirmatory factor analysis (CFA) 21.0 AMOS (*Analysis of Moment Structure*, Arbuckle, 1997). The predictive power of observation variables both at the individual level and at the level of the constructs seen through the *critical ratio* (CR). If the *critical ratio* is significant that these dimensions will be said to be useful for predicting constructs or latent variables. Latent variables (*constructs*) this study consisted of emotional intelligence, competence, organizational commitment, and job Employee Performance. By using structural equation model of AMOS will be obtained indicator-indicator model fit. The benchmark used in testing each hypothesis is the critical ratio (CR) value of the regression weight with an absolute minimum value of 2.0. The criterion used is to test whether the proposed model is compatible with the data or not. The fit model criteria consist of: 1) degrees of freedom should be positive and 2) non-significant required chi square ( $p \geq 0.05$ ) and above conservative received ( $p = 0.10$ ) (hair et al., 2006), 3) *incremental fit* above 0.90 which GFI (*goodness of fit index*), Adjusted GFI (AGFI), *Tucker Lewis Index* (TLI), *The Minimum Sample Discrepancy Function* (CMIN) divided by the *degree of freedom* (DF) and *Comparatif Fit Index* (CFI), and 4) RMSEA (*Root Mean Square Error of approximation*) is low.

*Confirmatory Factor Analysis* was used to examine the variables that define a construct that can not be measured directly. Analysis of the indicators used gives meaning to latent variables or confirmed constructs.

### **Results of Measurement of Any Constructs or Latent Variables**

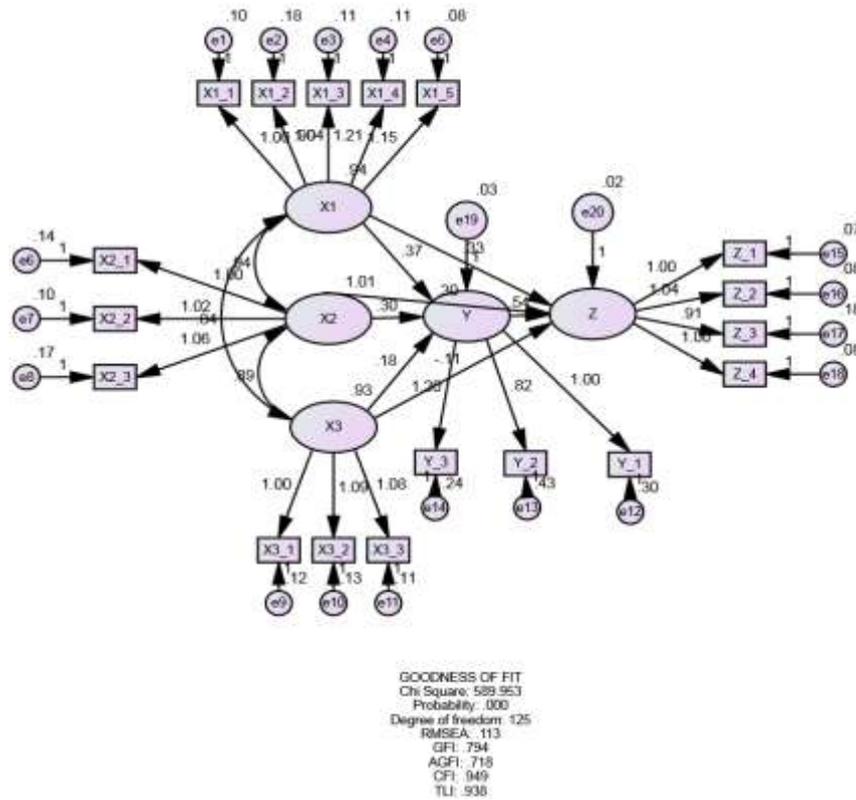
After testing the assumptions and the necessary action against the violation happens next will be the analysis of the model fit the criteria of model fit like GFI (*goodness of fit index*), Adjusted GFI (AGFI), *Tucker Lewis Index* (TLI), *The Minimum Sample Discrepancy Function* (CMIN ) divided by the *degree of freedom* (DF) and *Comparatif Fit Index* (CFI), and 4) RMSEA (*Root Mean Square Error of approximation*) for individual models or model is complete. The results of measurements of the dimensions or indicator variables that can form a construct or latent variables (*latent variables*) with confirmatory factor analysis in a row is described as follows:

### **Emotional Intelligence, Competence, Organizational Commitment, Job Satisfaction and Employee Performance**

Based on the method of determining the value in the model, then this model testing variables grouped into exogenous variables (*exogenous variables*) and endogenous variables (*endogenous variables*). Exogenous variables are variables whose value is determined outside the model. While the endogenous variable is a variable whose value is determined through the equation or from the relationship model formed. Included in the group of exogenous variables are emotional intelligence, organizational competence and commitment, while those belonging to endogenous variables are job satisfaction and employee performance.

The test results construct of emotional intelligence variables, competencies and organizational commitment, job satisfaction and employee performance is evaluated based on *the goodness of fit indices* in Table 18 below with the criteria presented models as well as the critical value.

The model is said to be good when hypothetical model development is theoretically supported by empiric data. The result of SEM analysis can be seen in the following figure:



Measurement of Variable Relation Models

The model test results presented in above are evaluated based on the goodness of fit indices in Table below by presenting the model criteria and their critical values that have data conformity.

Table  
Evaluation of Goodness of Fit Indices Criteria Indices of emotional intelligence, competence and organizational commitment, job satisfaction and employee performance

Goodness of Fit Index	Cut of Value	Model Results	Information
X <sup>2</sup> Chi-square	Expected small	589,953	Not good
Probability	≥ 0.05	0,000	Not good
CMIN / DF	≤ 2.0	4,720	Not good
RMSEA	≤ 0.08	0.113	Not good
TLI	≥ 0.95	0.938	Marginal
CFI	≥ 0.95	0.949	Marginal
GFI	≥ 0.90	0.794	Not good
AGFI	≥ 0.90	0.718	Not good

Source: Appendix 4.

From the evaluation of the eight criteria model shows a *goodness of fit indices* look of the eight criteria proposed no one has met the criteria, so the modification of the model by performing the correlation or *error indicator* according to the instructions of the *modification indices*. Results of analysis after the final model obtained are as follows:

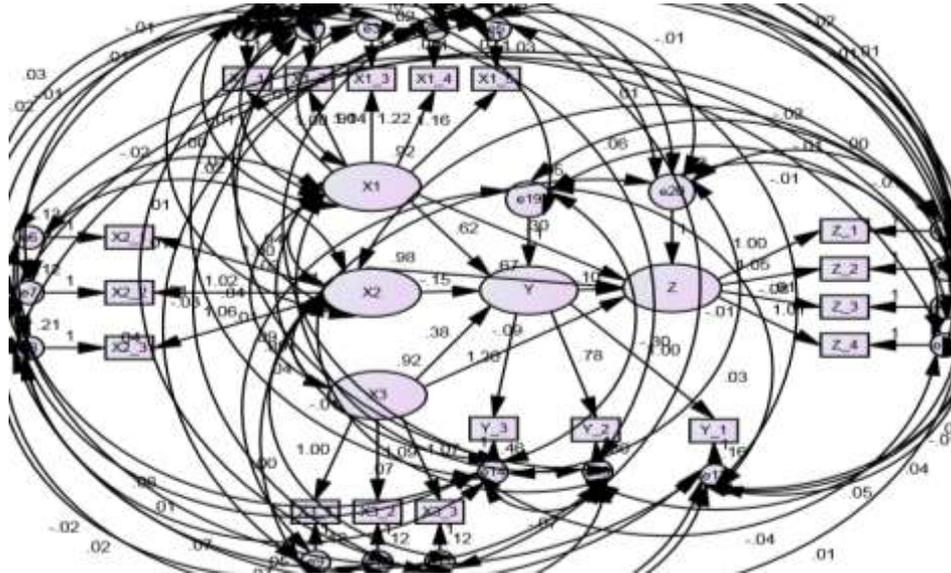


Figure. Variable Relationship Model

The result of the model is presented in Figure above are evaluated based on *the goodness of fit indices* in Table, following the criteria presented models as well as critical values that have compatibility data.

Table: Evaluation Criteria *Goodness of Fit Indices* emotional intelligence, competence and organizational commitment, job satisfaction and employee performance

Goodness of Fit Index	Cut of Value	Model Results	Information
X <sup>2</sup> Chi-square	Expected small	51.138	Good
Probability	≥ 0.05	0.314	Good
CMIN / DF	≤ 2.0	1.088	Good
RMSEA	≤ 0.08	0.030	Good
TLI	≥ 0.95	0.999	Good
CFI	≥ 0.95	1,000	Good
GFI	≥ 0.90	0.961	Good
AGFI	≥ 0.90	0.932	Good

Source: Appendix 4.

From the evaluation of the eight criteria model shows a *goodness of fit indices* seen from the proposed eight criteria it meets the criteria, so that the overall model can be said to have been in accordance with the data and can be analyzed further.

**Hypothesis testing**

Based on empirical models proposed in this study can be tested against the hypothesis put forward by testing the path coefficients in structural equation modeling. Table is a test of hypothesis by looking at the value of *p value*, if the p value less than 0.05, a significant relationship between the variables. Test results are presented in the following table:

Table: Hypothesis testing

Independent Variables	Dependent Variables	Direct Effect				
		Standard-dized	SE	CR	p-value	Information
Emotional Intelligence	Job satisfaction	0.366	0.118	3,100	0.002	Significant
Competence	Job satisfaction	0.296	0.132	2,250	0.024	Significant
Organizational Commitment	Job satisfaction	0.181	0.067	2,693	0.007	Significant
Emotional intelligence	Employee performance	0.328	0.136	2,416	0.016	Significant
Competence	Employee Performance	0.303	0.132	2,289	0.022	Significant
Organizational Commitment	Employee Performance	0.109	0.074	1,479	0.139	Not significant
Job satisfaction	Employee Performance	0.544	0.276	1,970	0.049	Significant

Independent Variables	Indirect Effect				
	Dependent Variables	Intervening Variables	Standard-dized	p value	Information
Emotional Intelligence	Employee Performance	Job satisfaction	0.198	0.046	Significant
Competence	Employee Performance	Job satisfaction	0.166	0.108	No Significant
Organizational Commitment	Employee Performance	Job satisfaction	0.097	0.195	No Significant

Source: The result of the data, 2017

Of the overall model of the hypothesized pathway, there is a significant 7 lines and 3 lines were not significant. The interpretation of Table can be explained as follows:

- a. Emotional intelligence has a significant influence on job satisfaction with  $p = 0.002 < 0.05$  with a coefficient of 0.366, this coefficient indicates that the higher the emotional intelligence will make the higher employee job satisfaction.
- b. Competence has a significant influence on job satisfaction with  $p = 0.024 < 0.05$  with coefficient value of - 0.296, this coefficient indicates that the higher the competence will make the higher employee job satisfaction .
- c. Organizational commitment has a significant influence on job satisfaction with  $p = 0.007 < 0.05$  with a coefficient of 0.181, this coefficient indicates that the higher organizational commitment will make the higher employee job satisfaction.
- d. Emotional intelligence has a significant effect on employee performance with  $p = 0.016 < 0.05$  with coefficient value of 0.328, this coefficient indicates that the higher the emotional intelligence will make the higher performance of employees.
- e. Competence has a significant influence on employee performance with  $p = 0.022 < 0.05$  with coefficient value of 0.303, this coefficient indicates that the higher the competence will make the higher employee performance.
- f. The commitment the organization has no significant influence on employee performance with  $p = 0.139 > 0.05$  with a coefficient of 0.109, this coefficient indicates that the commitment the organization has no direct influence on employee performance.
- g. Job satisfaction has a significant effect on employee performance with  $p = 0,049 < 0,05$  with coefficient value equal to 0,544, this coefficient indicates that the higher job satisfaction will make higher employee performance.
- h. Emotional intelligence effect indirectly on employee performance through job satisfaction with coefficient of 0.198, with  $p = 0,046 < 0,05$ . This shows that emotional intelligence will encourage increased job satisfaction that ultimately impact on improving employee performance.
- i. Competence does not affect indirectly to employee performance through job satisfaction with coefficient of 0.166, with  $p = 0,108 > 0,05$ . This shows that competence has no effect through job satisfaction, but it directly affects performance.
- j. Organizational commitment does not affect indirectly to employee performance through job satisfaction with coefficient of 0,038, with  $p = 0,195 > 0,05$  This indicates that organizational commitment has no effect through job satisfaction, and also no direct effect on employee performance.

### **Research Findings And Recommendations**

Based on the results of research and discussion right that has been done above, the authors found some things in the research are: the variables that influence job satisfaction is an emotional ecerdasan k, competence and commitment to the organization. While the factors that affect the performance is the emotional intillengence and commitment of organizational competencies while no significant effect on the performance of employees authors also found that the employment satisfaction have a significant influence on employee performance.

The research findings reinforce the concept Goleman (2001: 42-43), McClelland theory, psychology theory (*Phsycology Theory*) by Salove y and Jhon Mayer (1990), the theory of cycles (Syclus Theory, stated Roger in Alimin (2004: 39) , the theory of commitment (*commitment theory*) as stated Allen and Meyer (1990) which states that emotional intelligence, competence and organizational commitment influence on satisfaction and employee performance.

The study also found that organizational commitment has no significant effect on employee performance. Theoretically According to Meyer et al. (2002) stated that the commitment Meru feed the individual's tendency to survive in the organization because of the perception that he will experience a loss when mening leave the organization, better known as the commitment term continuous. Similarly, Wiener (1982), considered that commitment involves the normative pressures that te rinternalisasi in individu.

Pressure is why people continue to work in the organization. From both these theories can be concluded that organizational commitment affect performance, but in fact in the study of organizational commitment not affect the performance pegawai. Temuan researchers found no significant commitment to the performance because of that there are some doctors who serve patients in charge is not a permanent doctor at the Hospital Dr. Wahidin Sudirohusodo but a doctor who temporarily continued specialist education while permanent physician who served only occasionally perform its main duty. This condition needs to be the attention of the hospital leaders so that this condition does not continue which can impact on customer satisfaction will decrease.

The findings of this study also occur on employee satisfaction with the salary and incentives they receive, the changes in the rules of the payroll system have changed as a result of the salary and incentives they receive now considerably decreased compared to previous years, this will have an impact on employee performance.

#### **IV. CLOSING**

Based on the discussion of research results, it can be concluded the following important matters:

1. Emotional intelligence contributes to increased job satisfaction. This gives an indication that the higher the emotional intelligence will make the higher job satisfaction employees.
2. Competence contributing to improved job satisfaction. That is indicates that the higher the competence will make the higher job satisfaction of employees.
3. Organizational commitment contribute to improving job satisfaction. This matter indicates that the higher commitment of the organization will make the higher level of employee job satisfaction.
4. Emotional intelligence contributes to the improved performance of this Employees. shows that higher emotional intelligence will have an impact on improving the performance of employees
5. Competence have contributed to the performance enhancements to this Employee. This matter shows that the higher the competence of employees will further enhance employee performance
6. Organizational commitment does not contribute to the improvement of employee performance organizational commitment this indicates that no direct influence on employee performance.
7. Job satisfaction has contrived to increase employee performance, It shows that higher job satisfaction will make the higher performance of employees.
8. Emotional intelligence contributes indirectly to the performance of employees through job satisfaction. This suggests that emotional intelligence will lead to greater job satisfaction ultimately impact on improving the performance of employees.
9. Competence does not contribute indirectly to the performance of employees through job satisfaction. This shows that competence has no effect through job satisfaction, but it directly affects performance.
10. Organizational commitment not berontribusi indirectly to the performance of employees through job satisfaction. This shows that organizational commitment has no effect through job satisfaction, nor does it directly affect employee performance.

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