
Mediation Role of “Commitment” in Relationship of Emotional Intelligence and Employee Engagement on Employee Performance

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ABSTRACT: The study aims is to determine the influence of emotional intelligence and employee engagement on the performance of administrative employees where ‘commitment’ is as mediation variables. This research sample is a number of staff of the Public Hospital in Aceh Province. The data is collected through interviews and questionnaires which are then analyzed using AMOS program with SEM (Structural Equating Modeling). The result shows that there is a positive and significant influence of the emotional intelligence on employees’ engagement. Similarly, there is a positively influence of employee engagement on employees’ performance. The research recommends that to increase employees’ commitment and work performance, it can be conducted through employee engagement activities, where capacity buildings, including in-house trainings and staff retreats are relevance activities should be programmed. Thus, the role of commitment is proven as dependent variable rather than it is mediation.

KEYWORDS: Emotional Intelligence, Employee Engagement, Commitment, and Performance.

1. INTRODUCTION

A. Research Background

The performance of an organization is reflected in an individual performance from itself organization. Therefore, assessment of employee performance is essentially measured to determine the optimization of the employees. The assessment is conducted to confirm whether the employee is able to economically make a decision, the task for the subordinate is delivered sufficiently, and their hard work will be honored or not. Additionally, performance can appear from commitment and employee engagement along with emotional intellectual which can be provided by the organization. These become essential issues that should be considered in order to enhance its performance.

One of the most important issues and become a spotlight in the hospital service is the employee commitment in managing its service quality which it will have the impact on the public trust to the treatment process in the hospital. Thus, commitment will appear when employees aware of their task and obligation in an organization without personal interest. On the other hand, emotional intelligence is another issue that effect on commitment; and it subsequently on performance.

The above phenomena has been investigated by initial interviews whereas there are several factors that cause poor performance of organization, for example: General Hospital in Aceh Province, such as: lack of support provided by superiors and colleagues that these are both from civil servants and fellow contracts, lack of harmonious relations among fellow employees, especially women because they are considered as a threat in career development.

However, there is a little attention from researchers in the past, it cause very few information about the current issues. Therefore, to further explain the role of employee engagement and emotional intelligence on commitment and performance in the General Hospital, it needs to conduct an empirical research by involving more respondents in order it can provide a more comprehensive picture for its stakeholders.

B. Research Problems

It is based upon the above picture; research problem of this study can be outlined as follows:

1. Is there an influence of emotional intelligence and employee engagement on commitment and its impact on their performance?
2. Is there an influence of emotional intelligence and employee engagement on their performance through commitment?

C. Research Objectives

Objectives in this study can be presented as follows:

1. To determine the effect of emotional intelligence and employee engagement on their commitment and their impact on performance.
2. To determine the effect of emotional intelligence and employee engagement on their performance through commitment.

2. LITERATURE REVIEW

A. The Influence of Emotional Intelligence on Commitment

The most important ability in emotional intelligence is a person's attention to his emotions and feelings which distinguish between real and unreal feelings. In other words, emotional intelligence provides the ability to enjoy our real feelings and make the right decisions in difficult conditions as justified by Zhang & Adegbola (2022).

The above point of view is supported by Kesari Jena & Goyal (2022) arguing that an employee with high intelligence is able to motivate himself, express emotions positively and have a broad view and has the ability to build social relations with others. This positive attitude encourages the emergence of a conducive work environment for increasing employee commitment to the organization. Therefore, the better the emotional intelligence, it will be better commitment.

B. The Influence of the Employee Engagement on Commitment

Saks (2021) define employee engagement is as a form of individual involvement and satisfaction and enthusiasm in the work. This is in line with Frank's opinion, that employee engagement as a given business exceeds what is expected by the organization (discretionary effort) at work.

In line with the research that has been conducted by Rameshkumar (2019); Prakash K et al. (2020); and Han et al. (2021) suggesting that more employees who are engaged in the workplace, their commitment to the workplace will be higher. This explains the employee who shows a positive work behavior relationship through a sense of ownership of work will build higher commitment behavior.

Additionally, Titien (2017) justifies that employees who have engagement with the organization will commit emotionally and intellectually to the organization. Through this commitment, employees will give their best effort beyond what is expected in a job.

Consistent with Damaryanthi & Kartika Dewi (2016), it based upon the research conducted finds that employees with a higher level of engagement bring a high level of commitment to the organization, thereby bringing a competitive advantage to the company, high performance and low turnover. The higher the level of engagement of an employee, the higher the commitment of an employee to the organization.

C. The Influence of Emotional Intelligence on Work Performance

According to Jaros (2007), emotional intelligence is defined as the ability of individuals to understand accurately, assess, and express emotions, the ability to access and produce feelings when they think, the ability to understand emotional and emotional knowledge, and the ability to regulate emotions to increase emotional growth and intellectual. Through emotional intelligence, a person can put his emotions in the right portion, sort out satisfaction and regulate moods (Goleman & Boyatzis, 2017).

Referring to the above point of view, an employee with high intelligence is able to motivate themselves, express emotions positively and have a broad view and have the ability to build social relations with others together that it is in line with Jie et al. (2020). This positive attitude encourages the emergence of work environment for increasing employee commitment to the organization. Therefore, the higher the emotional intelligence, the better its work performance.

D. The Influence of the Employee Engagement on Work Performance

According to Ain et al. (2021), emotional intelligence as one of the factors that influence individual success and performance has until now become an interesting topic in several studies including research in the field of health services. From the results of the study it was found that, there was a significant effect of emotional intelligence on performance.

This is also in line with the research conducted by Jie et al. (2020), which finds that there is an influence of emotional intelligence on employee performance. Moreover, Wang et al. (2021) find that a close link between emotional intelligence and performance. Thus, the relationship between emotional intelligence and performance can be seen logically, because of the increase in entrepreneurs who take into account the emotional intelligence of applicants during the recruitment and selection process in employee development programs. This means that a person who has emotional intelligence can realize that mood and emotional influence organizational performance; therefore, he will continue to try to maintain the mood and provide a conducive atmosphere in work. If the mood is good then the performance will be good, so that it will improve the performance of other members because emotional intelligence can affect feelings and emotions both on themselves and on others (Yang et al., 2022).

E. The Influence of Commitment on Work Performance

Mangifera & Isa (2017) stated that one of the other employee performance indicators is the existence of organizational commitment. Employees with high commitment are expected to be able to show optimal performance. Organizational commitment in other side is an attitude and behavior that encourage each other (reinforce) between one to another. Employees who are committed to the organization will show positive attitudes and behavior towards their institution, employees will have a belief to realize organizational goals.

In addition, employee commitment to the organization is employee loyalty to the organization, whereas it also will foster loyalty and encourage employee involvement in making various decisions. Therefore, commitment will lead to a feeling of belonging to employees for the organization (Mangifera & Isa, 2017) that it then effect on better performance.

F. The indirect Influence of Emotional Intelligence on Work Performance through Commitment

It has been mentioned above that emotional intelligence is a factor that can influence organizational commitment. Emotional intelligence then can influence employee performance, whereas it is determined by organizational commitment. In study conducted by Mangifera & Isa (2017) discovers that there is a relationship between commitments to employee performance. In line with the research conducted by Nurlina (2017) that there is a strong relationship between commitment to performance. Thus, when the emotional intelligence influence positively on commitment and it enhances performance; therefore, it has an indirect influence between the relationships where commitment is an mediator.

G. The indirect Influence of Employee Engagement on Work Performance through Commitment

Organizational commitment is a strong desire to remain as a member of a particular organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of values and goals of the organization (Mangifera & Isa, 2017).

Employee engagement that has been formed within an employee gives a great impetus to give all the capabilities that are owned for the progress of the organization (Ampofo, 2020). This engagement is created not only physically which is constantly in the organization but also emotionally which will later make an employee see

work within the organization is very important. Furthermore, Ampofo (2020) explain that employees who already feel bound to the organization have a high level of work success both individually and in teams. Engagement in work conditions workers to have a high level of productivity which will directly have an impact on improving performance. It can be said that indirectly when engagement occurs, this will have an impact on commitment to the organization and then this will also have an impact on improving performance. Thus, the role of commitment is as a mediator between these relationships.

H. Theoretical Framework of Study

To explain the relationship between independent variable and dependent variable, either positively or negatively in this case of Skill (X1), and Work Culture (X2) on Motivation (Y) and Employee Performance (Z), are observed and measured factors to determine whether there are influences among variables, thus the following model will describe an detail framework of this study:

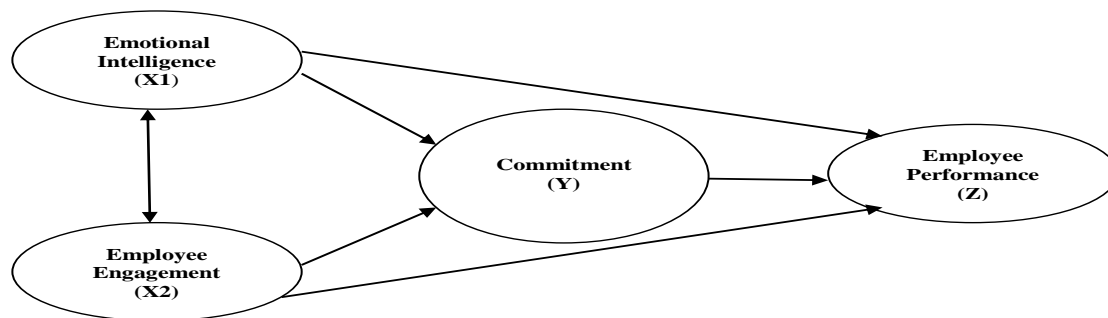


Figure1. Theoretical Framework of This Study

3. RESEARCH METHOD

A. Location, Object of Study

The location of the research is in General Hospital in Aceh Province, which it has been done between October 4-15 November in 2021.

The methodology used in this research is analytical research which has the aims to find the relationship cause and effect between two research variables or more (Sugiyono, 2016). As the quantitative methodology type; therefore, the analysis utilizes statistical tools. This research consists of independent variables (emotional intellectual and employee engagement), intervening variable (commitment), and dependent variables (performance). The object of this research is employees who are asked about some indicators related to such variables.

B. Population and Samples

The population in this study is all administrative staff of the General Hospital in Aceh Province consisting of civil servants as many as 183 employees and contract workers as many as 222 employees so that the total population is 405. As the population is definitely defined, this study employs probability sampling technique. As many as 201 samples of administrative employees have been interviewed.

C. Data Analysis

The statistical instrument for data analysis used in this study is Structural Equation Modeling (SEM) by using Amos program. Regarding Malhotra (2016), SEM are a set of statistical techniques that allow the testing of a relatively complex set of relationships simultaneously (Hair et al., 2017). Moreover, SEM is able to investigate direct and indirect effect simultaneously. The model of indirect effect is dramatically drawn as follows:

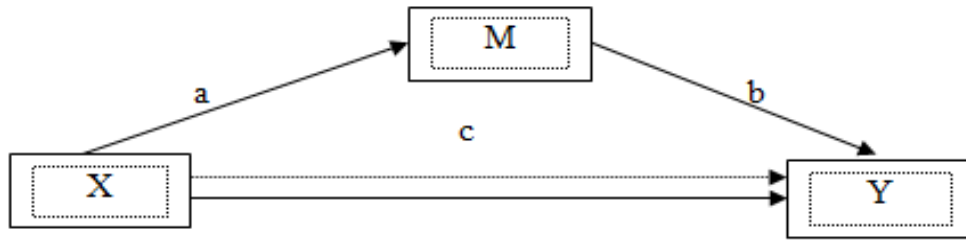


Figure 2. Mediating Effect Model

4. RESEARCH FINDING AND DISCUSSION

A. Structural Equation Modeling (SEM): Step-One Approach with Measurement Model

The final results of the measurement model can be seen in the following figure:

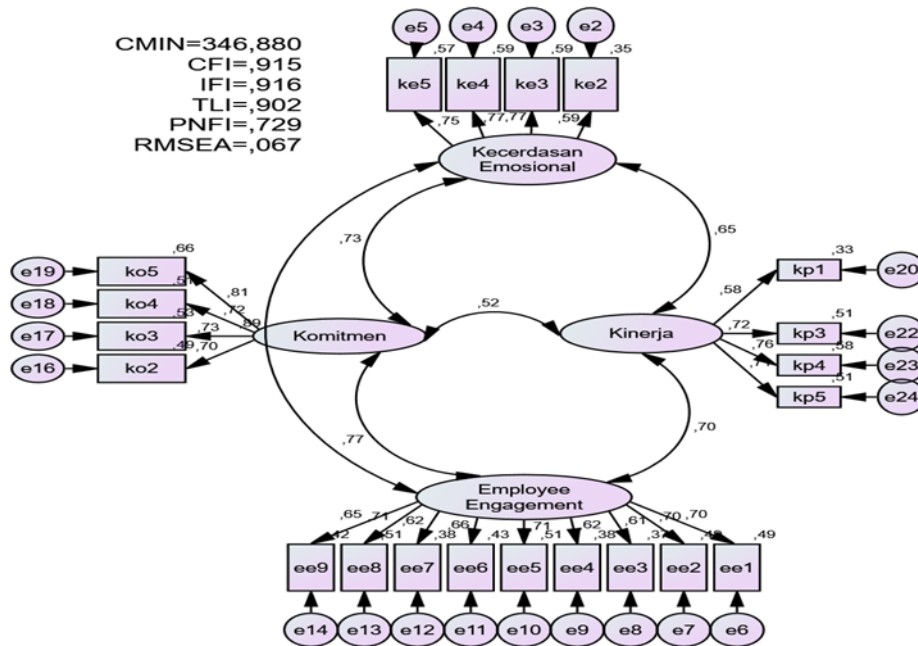


Figure 3. Measurement Model

The analysis of the figure above shows the Chi-square value 346.880 ($p < 0.000$) $X^2/df = 1.896$. The Value of IFI 0.916, TLI 0.902 and CFI 0.915 > 0.90 stating the value of good fit. The value of RMSEA 0.067 has explained the satisfactory value which is between 0.05-0.08 (Hair et al., 2017). Referring to the above point of view, it then will be embarked for Full Structural Equation Model analysis.

B. Structural Equation Modeling (SEM): Step-Two Approach with Full-SEM

Based upon the data that has been validated with the measurement model through the first step approach, it will then analyzed by a second-step approach or full structural equation model. Moreover, in the phase of the structural model, the strength of the variable is tested until an acceptable stage. Furthermore, the structural measurement will be tested by hypothesis validity. In order to be able to reach to predictive validity, the one construct can be combined with other constructs for influence projection, until reaching the sufficient value (structural coefficient or regression weight standard in the AMOS) where it is also significant in the statistics.

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This approach emphasizes testing the theoretical model or framework of this research (see Figure 1 and the hypotheses previously described).

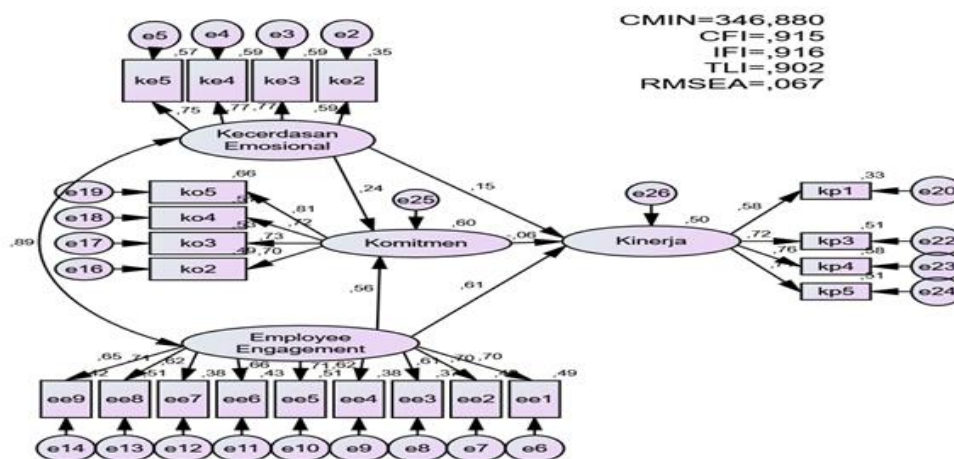


Figure4. Full Structural Equation Modeling

The picture above showing the gained value of fit and satisfactory for sample $x^2(201) = 346,880$ pada $p < 0.001$; $x^2/df = 1.896$, $IFI = 0.916$, $TLI = 0.902$, $CFI = 0.915$, $RMSEA = 0.067$. The result also shows that all the loading factor in significant model $p < 0.001$. Goodness-of-fit statistics is X^2 need to have $p > 0.05$ in order for the model be good and fit.

C. Indirect Effect Analysis

Based on the previous result, it is caused by mediation variable does not have a significant relationships; therefore, the independent relationship to dependent variables through mediation cannot be identified due to it does not fulfill the requirements in which the mediation must be significantly relationship with dependent variable. In addition, it must also be significantly relationship with mediator. As one of them is not significant, thus, the indirect influence cannot be identified.

Next step is a hypothesis test based on the critical ratio value (Cr) and probability value (P). The result of the processing has to be the reference value which is $CR > 1.96$ and $P < 0.05$.

If the processing result value is qualified, the hypothesis can be accepted. The table below shows the regression result combined with the construct.

TABLE 1: THE RELATIONSHIP BETWEEN THE CONTRACTS

			Estimate	S.E.	C.R.	P	Label
Commitment	<---	Emotional_Intellectual	,248	,209	1,188	,235	par_18
Commitment	<---	Employee_Engagement	,697	,247	2,817	,005	par_19
Performance	<---	Emotional_Intellectual	,104	,150	,691	,490	par_20
Performance	<---	Employee_Engagement	,492	,200	2,465	,014	par_21
Performance	<---	Commitment	-,042	,085	-,489	,625	par_22

Source: Output of SEM, 2022

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The analysis from the table above shows that the value criteria of CR and P are qualified (CR = 2.817 and P = 0.005) and employee engagement to performance (CR = 2.465 and P = 0.014), as the result the hypothesis conclusion is showed below:

D. Direct Effect Analysis

Testing the hypothesis by including the role of the mediating variable (commitment) will explain the indirect effects. Based on the previous result, it is caused by mediation variable does not have a significant relationships; therefore, the independent relationship to dependent variables through mediation cannot be identified because it does not fulfill the requirements in which the mediation must be significantly relationship with dependent variable. In addition, it must also be significantly relationship with mediator. As one of them is not significant, thus, the indirect influence cannot be identified.

Based on the above justification, there are 7 hypotheses in this study that have been verified by statistical analysis. All of these hypotheses consist of 5 hypotheses (H1 - H5) which describe the direct effects and 2 hypotheses that describe indirect effects (H6 and H7).

For more detail, the description of the accepted or rejected hypotheses in this study can be seen as in the following table.

TABLE 2: ANALYTICAL HYPOTHESIS

	Hypothesis	Condition
H ₁	Emotional intelligence have a direct influence and significance to the commitment of the administrative employee in the General Hospital	X
H ₂	<i>Employee Engagement</i> has direct influence and significance to the commitment of the administrative employee in the General Hospital	√
H ₃	Emotional intelligence have a positive influence and significant to the commitment of the administrative employee in the General Hospital	X
H ₄	Employee Engagement has direct influence and significance to the commitment of the administrative employee in the General Hospital	√
H ₅	Commitment has a positive influence and significant to the commitment of the administrative employee in the General Hospital	X
H ₆	Emotional intelligence have an indirect influence on employee performance through commitment of the administrative employee in the General Hospital	X
H ₇	Employee Engagement have an indirect influence on employee performance through commitment of the administrative employee in the General Hospital	X

Note: √ = hypothesis not rejected
X = hypothesis not accepted

Regarding the above table, it can be obtained an illustration that the most hypotheses are not significantly relationship. In other words, from five direct effects, two of them are significant, and the rest are not significant. Furthermore, all indirect effects are not accepted.

E. Discussion

Based on the results of the research that has been conducted, it is found that there is no significant relationship between emotional intelligence to commitment. This is not in line with the research conducted by Zhu et al. (2021) which states that there is a significant relationship between emotional intelligence to commitment.

The phenomenon found in the field is that employees who have high intelligence may not necessarily have high commitment, this can be seen from the still condition of emotionally intelligent employees; however, it is low

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commitment. For example, there are still employees who work not on time, and like stalling for time by lingering in the canteen or other interests rather than the tasks assigned by superiors.

In addition, the factor of placement of employees who is not only based upon the basis of promoting that will also affect one's performance. This is often called self-efficacy. Self-efficacy will affect one's efforts to practice and influence the pressure on dilemma. Bayır and Aylaz (2021) explain that self-efficacy is the ability of a person to assess an action, this emphasizes the assessment of someone to complete the task with the skills they have. Andretta & McKay (2020) describes self-efficacy as a person's ability to be involved in certain jobs and subjective evaluation of the work he is doing.

Furthermore, Adebusuyi et al. (2021) explained that the expectation of self-efficacy is the individual's belief in successfully carrying out the task. In other words, an employee must display adequate professional knowledge, skills and literacy for overall trust and confidence to do, and it will influence the choices and efforts made to complete the work.

The employee engagement variable shows that the better employee administrative engagement has an effect on the increasing commitment of administrative staff at General Hospital in Aceh Province. This finding is in line with the research conducted by Hanaysha (2016) which states that there is a significant relationship between employee engagement and commitment.

The sense of engagement possessed by administrative employees can be seen from working hours run by several employees. Based on the phenomenon that the researchers get in the field, it is found that there are several administrative employees who work even at night such as in the program, fund mobilization, training and research and development section. They willingly and happily work together even some arrived at dawn. The description above shows that their employee engagement is very good; therefore, this has an impact on good commitment.

The results of the analysis also explained that emotional intelligent variable is not proven to have a positive and significant relationship to performance. This is not in line with the research conducted by Huang et al. (2021); Macht et al. (2019); and Rezvani et al. (2018). Their research stated that there was a significant relationship between variables of emotional intelligence on performance. The fact that is obtained in the field that employees who have high emotional intelligence are not necessarily doing effective and optimal work, such as whoever has good emotional intelligence it turns out that there are many jobs that have not yet been completed, and it have not been worked out due to other needs such as attending meetings or other things that continue to take place that take time both within the institution and outside the institution so that the work is neglected.

The results of the regression analysis find that employee engagement variable proves to have a positively and significantly relationship with performance. This condition illustrates that the better employee engagement will affect the increasing performance of administrative employees at General Hospital in Aceh Province.

According to the discussion above and the analytical result, the last model of this research presents as follows:

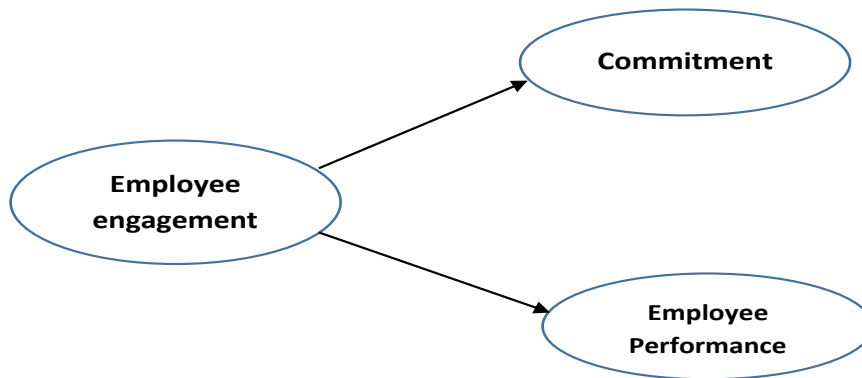


Figure3. The Result of the Research Model

5. CONCLUSION AND RECOMMENDATION

As conclusion, this study indicates that engagement has a positive and significant effect on commitment, and it's subsequently on employee performance at General Hospital.

Regarding the research finding, it can be recommended that in order to encourage commitment and employee performance for staff of this General Hospital, it needs to encourage the feeling of engagement better than previous by incorporate ability to work in line with the organization's goal, feeling proud with the work, and feeling challenge with the work technology toward its administrative employee.

This current study's finding has presented a noteworthy contribution to the knowledge of human resource management, especially for the behavior of commitment at General Hospital by considering employee engagement in order to performance of employee. This finding indicates that the role of employee engagement is as an influencer simultaneously toward commitment, and performance.

As less the provident of this study hypothesis, it suggests that for future research plan to incorporate more relevance variables into the current model in order to produce more comprehensive research model.

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