

## **The Influence of Emotional Intelligence and Integrity on Organizational Performance Through Organizational Commitments in BNP2TKI**

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**Abstract:** This study aims to determine the effect of emotional intelligence and integrity on organizational performance simultaneously, determine the effect of emotional intelligence on organizational performance partially, determine the effect of integrity on organizational performance partially, determine the effect of organizational commitment partially on organizational performance, determine the effect of emotional intelligence on performance through organizational commitment and determine the effect of integrity on organizational performance through organizational commitment variables. The study was conducted at the BNP2TKI organization. Sampling using saturated samples involving 88 employees in all parts of the organization. Data analysis uses path analysis.

The results showed that the variables of emotional intelligence and integrity affect organizational performance simultaneously. The variable of emotional intelligence affects partially organizational performance. Integrity variables affect organizational performance partially. Organizational commitment variables affect organizational performance partially. Emotional intelligence and integrity affect organizational performance through organizational commitment.

**Keywords:** emotional intelligence, integrity, organizational commitment, organizational performance

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### **Introduction**

Organizational performance is something that is produced by the organization which includes results, namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. Besides, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder. In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

The purpose of productivity is related to the development of the organization (Shrestha, 2005). Small organizations have a desire to continue to grow and become big. The developing organization is in the context of communicating the development itself.

Steiner (1997) explains emotional intelligence is an ability that can understand the emotions of oneself and others, as well as knowing how one's own emotions are expressed to increase the ethical maximum as personal power. emotional intelligence is the ability to demand oneself to learn to acknowledge and appreciate the feelings of oneself and others and to respond appropriately, to effectively apply emotional energy in daily life and work, and is one's ability to recognize self-emotions, manage emotions, motivate yourself, recognize the emotions of others (empathy) and the ability to foster relationships (cooperation) with others.

In line with this definition, Mayer and Solovey (Goleman, 1999; Davies, Stankov, and Roberts, 1998) express emotional intelligence as the ability to monitor and control one's own and others' feelings and use those feelings to fuse thoughts and actions. Another factor that influences organizational performance is integrity. Integration is acting consistently following organizational values and policies as well as a professional code of ethics, even in difficult circumstances to do so. Simply put, motivation shows the determination of attitude, unity of actions and moral values professed by someone.

People who have integration will not be swayed by the temptation to betray moral values that are believed. A motivated person is a person who maintains a high level of honesty and ethics in his daily words and actions. They are people who are competent, conscientious and reliable in behaving, trustworthy by their colleagues, subordinates and superiors and outsiders. They also treat others fairly. Organizational commitment also affects organizational performance. integration is very important and is one of the keys to achieving good results for the company and employees to provide satisfaction to all parties. The employees can meet his needs and the company makes a profit.

## Literature Review

### Emotional Intelligence

Knowledge of the normal development and development of talented individuals; information about cognitive impairment with damaged brain conditions; research on extraordinary populations, including extraordinary people, people who are very intelligent in certain fields but barely understand other fields (idiot savants), children with autism; data on the evolution of learning in several millennia; consideration of cross-cultural learning processes; psychometric research, including examination of correlations among individuals; and psychological training research, especially measuring the transfer with cross-tasking analysis.

Emotional intelligence was first brought up in 1990 by psychologists Peter Salovey of Harvard University and John Mayer of the University of New Hampshire to explain the emotional qualities that seem crucial to success. Salovey and Mayer define emotional intelligence or what is often referred to as EQ as a subset of social intelligence that involves the ability to monitor social feelings that involve abilities in others, sort through them and use this information to guide thoughts and actions (Yulisubandi, 2009).

Emotional intelligence is strongly influenced by the environment, is not sedentary, can change at any time. For this reason, the role of the environment, especially parents in childhood, is very influential in the formation of emotional intelligence. Gardner (in Goleman, 2009) said that it is not only one type of monolithic intelligence that is important for success in life, but there is a broad spectrum of intelligence with seven main varieties namely linguistics, mathematics/logic, spatial, kinesthetic, music, interpersonal and intrapersonal. This intelligence is named by Gardner as personal intelligence which Goleman calls emotional intelligence.

Based on the intelligence stated by Gardner, Salovey (in Goleman, 2009) chose interpersonal intelligence and intrapersonal intelligence to be used as a basis for expressing emotional intelligence in individuals. According to in Goleman (2009), emotional intelligence is a person's ability to recognize self-emotions, manage emotions, motivate oneself, recognize other people's emotions (empathy) and the ability to foster relationships (cooperation) with others

According to Cooper and Sawaf (1999), emotional intelligence is the ability to feel, understand and effectively apply emotional power and sensitivity as a source of energy, information, correction, and humane influence. Emotional intelligence requires the viewing of feelings to learn to recognize, respect feelings for themselves and others and respond appropriately, effectively applying emotional energy in daily life. Where emotional intelligence is also the ability to use emotions effectively to achieve goals to build productively and achieve success (Setiawan, 2012).

Goleman (2009) defines that emotional intelligence is a person's ability which consists of various abilities to be able to motivate themselves, survive frustration, control impulsive needs or impulses, not to exaggerate pleasure or distress, to be able to regulate reactive needs, to keep stress free, does not paralyze the ability to think and the ability to empathize with others, and the principle of trying while praying. Goleman also added that emotional intelligence is another side of cognitive intelligence that plays a role in human activities that includes self-awareness and control of impulse, perseverance, enthusiasm, and self-motivation as well as empathy and social skills. Emotional intelligence is more aimed at efforts to recognize, understand and manifest emotions in the right portion and efforts to manage emotions to be controlled and can use to solve life problems especially those related to human relationships.

Based on this description, it can be concluded that emotional intelligence is the ability to demand oneself to learn to acknowledge and respect the feelings of oneself and others and to respond appropriately, to apply effectively emotional energy in daily life and work, and is one's ability to recognize emotions self, manage emotions, motivate yourself, recognize the emotions of others (empathy) and the ability to build relationships (cooperation) with others.

### Integrity

Integrity is acting consistently following organizational values and policies as well as a professional code of ethics, even in difficult circumstances to do so. Simply put, motivation shows the determination of attitude, unity of actions and moral values professed by someone.

People who have integrity will not be swayed by the temptation to betray moral values that are believed. A motivated person is a person who maintains a high level of honesty and ethics in his daily words and actions. They are people who are competent, conscientious and reliable in behaving, trustworthy by their colleagues, subordinates and superiors and outsiders. They also treat others fairly.

### Organizational Commitment

According to Robbins and Judge (2008: 100) organizational commitment is a condition in which an employee side with a particular organization and its goals and desires to maintain membership in the

organization. Thus, high job involvement means taking sides in the particular work of an individual, while high organizational commitment means taking sides with the organization that recruits the individual.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual knows and is bound to his organization. A highly committed individual is likely to see himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2015: 165) that organizational commitment reflects the degree to which a person recognizes an organization and is bound to its goals.

It can be concluded that organizational commitment is the psychological state of an individual that is associated with strong beliefs, beliefs, and acceptance of organizational goals and values, a strong willingness to work for the organization and the degree to which it still wants to become a member of the organization.

### Organizational Performance

According to Richard et al (2010) organizational performance is something that is produced by the organization which includes the results of financial performance such as profit as measured by return on assets, return on investment and so on, market performance such as market share expansion, and sales. Besides, the return from the shareholder is the return of the shareholder and the economic growth of the shareholder.

In some areas, organizational performance can also be measured from other things such as strategic planning, operations, finance, legal and organizational development. In developing institutions or organizations it is a must to survive in the competitive world climate.

## Research Methods

### Research Design

This study uses an explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of the independent variable to the dependent variable.

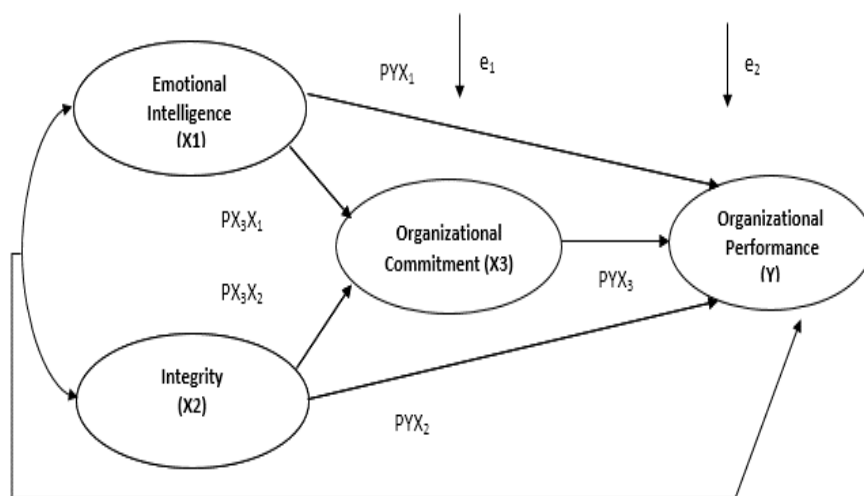


Figure 1. Overall Path Analysis

### Object of Research

The study was conducted on BNP2TKI employees.

### Population and Sample

The population is a generalization area that consists of objects/subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2013). The sample is pulling a portion of the population to represent the entire population (Surakhmad, 2001).

The total number of employees is 88 people in the organizational field. All employees are included in the data analysis. This sampling includes sampling using the purposive sampling method. This sampling is sampling in a unit of analysis by taking into account the same characteristics in the sample. The whole sample taken in this part of the organization uses saturated sampling.

**Research Results and Discussion**

**1. The Effect of Emotional Intelligence and Integrity on Organizational Performance**

Based on the results of the analysis note that the calculated f-value of 73.025 and a significant of 0.00. This value is smaller than 0.05. This means that the variables of emotional intelligence and integrity simultaneously influence organizational performance. The results of the analysis note that the value of r-squared of 63.2% means the emotional intelligence and integrity variables affect the performance of the organization by 63.2% while the rest is influenced by other variables that are not included in the equation model.

**2. The Effect of Emotional Intelligence on Organizational Performance**

The results of the analysis of the effect of emotional intelligence on performance partially note that the coefficient of emotional intelligence is 0.527. T value of 5.749. The significant value is 0.00. This significant value is smaller than 0.05. This means that the emotional intelligence variable partially influences organizational performance. The results of the analysis revealed the value of r squared of 0.278. This means that the influence of emotional intelligence variables on performance by 27.8% and the rest is influenced by other variables not included in the equation model.

**3. Effect of Integrity on Organizational Performance**

The results of the analysis of the effect of integrity on performance partially note that the integrity coefficient is 0.637. T value of 7.667. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable of integrity affects partially organizational performance. The results of the analysis revealed the value of r squared of 0.406. This means that the influence of the integrity variable on organizational performance is 40.6% and the rest is influenced by other variables not included in the equation model.

**4. Effect of Organizational Commitment on Organizational Performance**

The results of the analysis of the influence of work organization commitment on organizational performance partially note that the coefficient of organizational commitment is 0.893. T value of 18.444. The significant value is 0.00. This significant value is smaller than 0.05. This means that organizational commitment variables partially affect organizational performance. The results of the analysis revealed the value of r squared of 0.798. This means that the effect of the integrity variable on organizational performance is 79.8% and the rest is influenced by other variables not included in the equation model.

**5. Influence of Emotional Intelligence on Organizational Performance through Organizational Commitment**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.

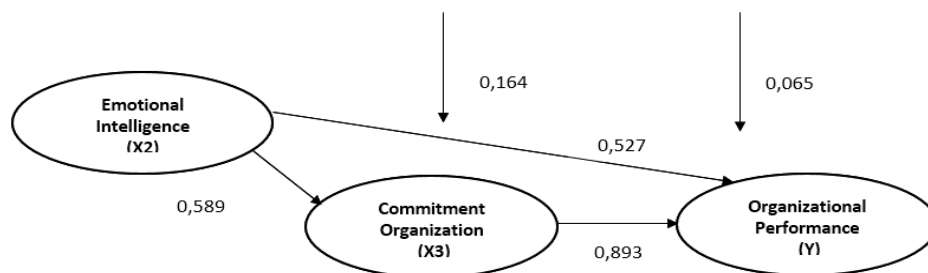


Figure 2. Path analysis of the effect of X1 on Y through X3

Based on the picture above it can be seen that the influence of emotional intelligence on organizational performance is 0.527. The influence of emotional intelligence on performance through organizational commitment is  $0.589 \times 0.893 = 0.530$ . In this case, the indirect effect is greater than the direct effect so it can be said that the work organization's commitment variable is intervening.

**6. Effect of Integrity on Organizational Performance through Organizational Commitment**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis of the pathway with the following substructural images.

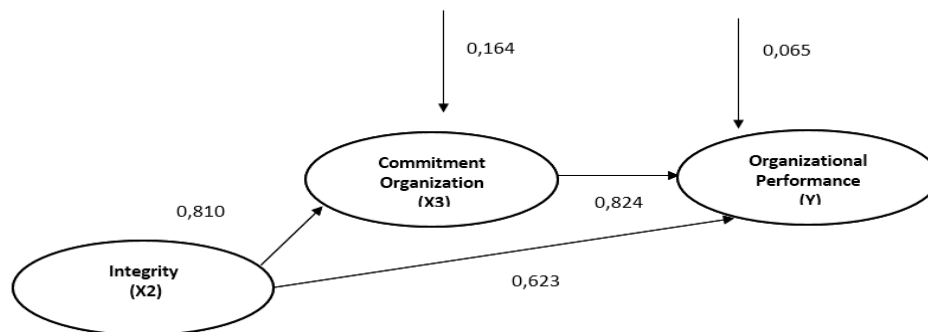


Figure 3. Path analysis of the effect of X2 on Y through X3

Based on the picture above it can be seen that the direct effect of integrity on organizational performance is 0.637. While the effect of integrity on organizational performance through work organization commitment is  $0.810 \times 0.893 = 0.723$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the work organization's commitment variable is intervening.

### Conclusions and Suggestions

#### Conclusion

The variables of emotional intelligence and integrity simultaneously influence organizational performance. The calculated f value is 73.025 and the significant is 0.00. This value is smaller than 0.05. The value of r squared is 63.2%, which means that emotional intelligence and integrity variables affect the performance of the organization by 63.2%, while the rest is influenced by other variables that are not included in the equation model.

The variable of emotional intelligence affects partially organizational performance. T value of 5.749. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.278. This means that the influence of emotional intelligence variables on performance by 27.8% and the rest is influenced by other variables not included in the equation model.

Integrity variables affect organizational performance partially. T value of 7.667. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.406. This means that the influence of the integrity variable on organizational performance is 40.6% and the rest is influenced by other variables not included in the equation model.

Variable organizational commitment partially affects organizational performance. T value of 18.444. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.798. This means that the effect of the integrity variable on organizational performance is 79.8% and the rest is influenced by other variables not included in the equation model.

The influence of emotional intelligence on organizational performance is 0.527. The influence of emotional intelligence on performance through organizational commitment is  $0.589 \times 0.893 = 0.530$ . In this case, the indirect effect is greater than the direct effect so it can be said that the work organization's commitment variable is intervening.

The direct effect of integrity on organizational performance is 0.637. While the effect of integrity on organizational performance through work organization commitment is  $0.810 \times 0.893 = 0.723$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the work organization's commitment variable is intervening.

#### Suggestion

Organizational performance needs to be improved with emotional intelligence, integration and organizational commitment. Emotional intelligence is an ability that can understand the emotions of oneself and others, as well as knowing how one's own emotions are expressed to increase the ethical maximum as personal power. Employees should be able to understand their own emotions at work, be able to manage emotions in themselves, can motivate themselves, and be able to improve the ability to recognize the emotions of others.

Integrity also needs to be developed. Integrity is a consistent attitude and behavior to uphold work ethics and professional ethics. Integration requires the temptation or opportunity to commit despicable acts. Integrity can be enhanced by developing selflessness, increasing patience at work, and holding firmly to the values held by the organization at work.

Employees also need to increase organizational commitment. Organizational commitment is a condition in which employee sides with a particular organization and its goals and desires to maintain membership in that organization. Organizational commitment can be increased by increasing affective commitment, ongoing commitment, and normative commitment. Affective commitment is enhanced by managing the feeling of belonging to the organization. Continuous commitment is developed by understanding that employees can continue to work in the organization and normative commitment is developed by understanding the values held by the organization.

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