

## THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND DISCIPLINE ON ORGANIZATIONAL PERFORMANCE THROUGH JOB SATISFACTION IN EMPLOYEE BUDI ASIH HOSPITAL

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### ABSTRACT

*This study aims to determine the effect of emotional intelligence and discipline on organizational performance simultaneously, determine the effect of emotional intelligence on organizational performance partially, determine the effect of discipline on organizational performance partially, determine the effect of job satisfaction on organizational performance partially, determine the effect of emotional intelligence on organizational performance through job satisfaction and determine the effect of discipline on organizational performance through satisfaction variables. The study was conducted at the compassion organization. Sampling uses a saturated sample involving 136 employees in all parts of the organization. Data analysis uses path analysis.*

*Based on data analysis, it is known that emotional intelligence and discipline variables simultaneously influence organizational performance. The variable of emotional intelligence affects partially organizational performance. Discipline variables influence partially organizational performance. Job satisfaction variables partially affect organizational performance. The influence of emotional intelligence and discipline on organizational performance through job satisfaction. In this case, the direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.*

**Keywords: emotional intelligence, discipline, job satisfaction, organizational performance**

### Introduction

Recognizing one's own emotions is an ability to recognize feelings as they occur. This ability is the basis of emotional intelligence, psychologists call self-awareness a Meta mood, that is, one's awareness of one's own emotions. According to Mayer (Goleman, 2001), self-awareness is alert to moods and thoughts about moods, if less vigilant then individuals become easily dissolved in the flow of emotions and controlled by emotions. Self-awareness does not guarantee mastery of emotions but is one of the important prerequisites for controlling emotions so that individuals easily master emotions.

Managing emotions is the ability of individuals to deal with feelings so that they can be expressed appropriately or in harmony so that equilibrium is reached within the individual. Keeping troubling emotions under control is the key to emotional well-being. Excessive emotions, which increase with intensity for too long, will tear our stability (Goleman, 2009). This ability includes the ability to entertain oneself, let go of anxiety, moodiness or offense and its effects as well as the ability to rise from pressing feelings.

Discipline also influences organizational performance. Discipline is the most important operative function of Human Resource Management because of the better employee discipline, the higher the work performance achieved. Fathoni said that discipline is one of the important operative functions because of the higher the discipline of an employee, the higher the work performance. Meanwhile, Davis (2011) argues that "discipline is management actions to enforce organization standards", meaning that work discipline can be interpreted as the implementation of management to strengthen organizational guidelines. Discipline is a condition to make corrections or punish employees who violate the provisions or procedures set by the organization.

Job satisfaction also affects organizational performance. Job satisfaction according to Martoyo (1992), basically is one of the psychological aspects that reflects a person's feelings towards his job, he will feel satisfied with the suitability between abilities, skills, and expectations with the work he faces. Satisfaction is a subjective condition that



is the result of a conclusion based on a comparison of what employees receive from their work compared to what was expected, desired, and thought of as appropriate or entitled to it. While each employee subjectively determines how the job is satisfying.

Organizational performance is the thing that is produced by the organization which includes the results (outcomes), namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance (product 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. Organizational performance is measured not only in terms of financial concepts but also from non-financial. Performance can be measured by productivity, quality, and consistency and so on. On the other hand organizational performance measures results, levels of behavior and normative, education and the resulting concepts including management development (Richard, 2010). Organizational performance can be caused by various factors including the emotional intelligence of employees, employee discipline working and employee job satisfaction.

## Literature Review

### *Emotional Intelligence*

Steiner (1997) explains emotional intelligence is an ability that can understand the emotions of one and others, as well as knowing how one's own emotions are expressed to increase the ethical maximum as personal power. 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. The desire to choose intelligence that is rooted in biology and that is valuable in one or several cultural settings, how does one recognize "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 and realization of cross-tasking.

Emotional intelligence was first brought up in 1990 by psychologists Salovey of Harvard University and 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.

According to Cooper and Sawaf (1998), 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.

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.

### ***Discipline***

According to Fathoni (2006:172) explains the understanding of discipline from the perspective of human resource management, are: Discipline is the sixth operative function of Human Resource Management. Discipline is the most important operative function of Human Resource Management because of the better employee discipline; the higher work performance is achieved. Discipline is one of the important operative functions because of the higher the discipline of an employee, the higher the work performance. Davis (in Mangkunegara, 2011:129) argues that "discipline is management actions to enforce organization standards", meaning that work discipline can be interpreted as the implementation of management to reinforce organizational guidelines.

### ***Job Satisfaction***

Job satisfaction according to Martoyo (1992:115), basically is one of the psychological aspects that reflects a person's feelings towards his work, he will feel satisfied with the suitability between abilities, skills, and expectations with the work he faces. Satisfaction is a subjective condition that is the result of a conclusion based on a comparison of what employees receive from their work compared to what was expected, desired, and thought of as appropriate or entitled to it. While each employee subjectively determines how the job is satisfying.

According to Tiffin (1988) in As'ad (1995:104) job satisfaction is closely related to the attitudes of employees towards their work, work situations, cooperation between leaders and employees. Meanwhile, according to Blum (1986) in As'ad (1995:104) argues that job satisfaction is a general attitude that is the result of some special attitudes toward work factors, adjustment and social relations of individuals outside of work.

In the opinion of Robbins (2010: 91) job satisfaction refers to an individual's general attitude towards the work he does. Someone with a high level of job satisfaction shows a positive attitude towards the work; someone who is dissatisfied with his work shows a negative attitude towards the job. Because in general when people talk about employee attitudes, more often they mean job satisfaction.

### ***Organizational Performance***

According to Richard et al (2009) in James (2012) organizational performance is something that is produced by the organization which includes the results (outcomes) namely financial performance such as profit as measured by return on assets, return on investment and so on, market performance (product 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, and 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.

Measuring organizational performance according to the PBM SIG (the performance-based management special interest group concept) is by monitoring and reporting the program being run, and paying attention to the objectives achieved.

## **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. Relationships between variables can be described in the form of path analysis diagrams as follows:

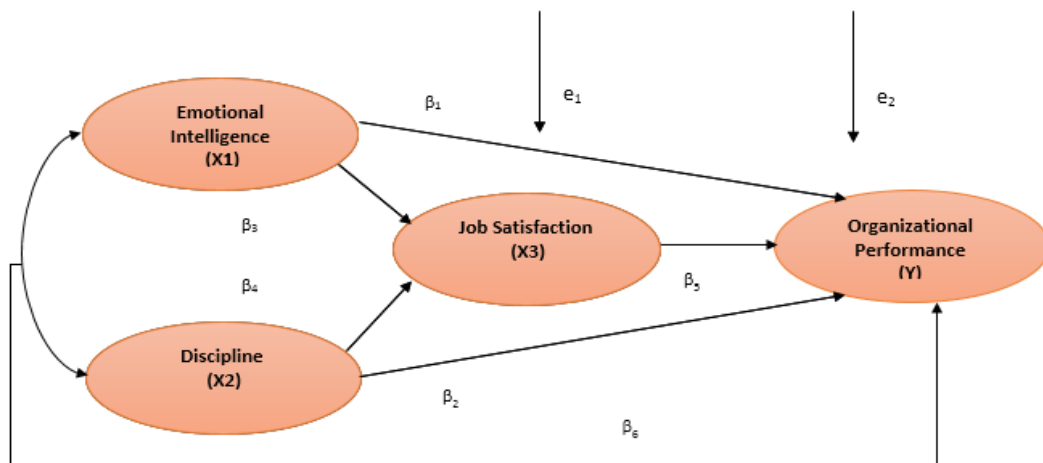


Figure 1. Overall Path Analysis

### ***Object of Research***

The study was conducted on employees of Budi Asih Hospital, Address Jl. Dewi Sartika Cawang III, No. 200, East Jakarta

### ***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, 2010).

The total number of employees is 133 people in the organizational field. This sampling uses a saturated sample involving all employees in the organization. Sampling is saturated considering all employees are suitable for path analysis.

### **Research Results and Discussion**

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

Based on the results of the analysis note that the calculated f value of 94.058 and a significant of 0.00. This value is smaller than 0.05. This means that emotional intelligence and discipline variables simultaneously influence organizational performance. The magnitude of the influence of emotional intelligence and discipline variables affect organizational performance can be seen that the value of r squared of 59.1% means that the emotional intelligence and discipline variables affect the performance of the organization by 57.2% while the rest is influenced by other variables not included in the equation model.

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

Based on the results of the analysis note that the emotional intelligence coefficient of 0.475. T value of 6.179. 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 magnitude of the effect of emotional intelligence on organizational performance is known to the value of r squared of 0.226. This means that the influence of emotional intelligence variables on performance is 22.6% and the rest is influenced by other variables not included in the equation model.

#### ***3. The Effect of Discipline on Organizational Performance***

Based on the results of the analysis note that the discipline coefficient of 0.630. T value of 9,281. The significant value is 0.00. This significant value is smaller than 0.05. This means that the variable of discipline affects partially organizational performance. The magnitude of the effect of discipline on organizational performance can be known as the square of an r-value of 0.397. This means that the influence of discipline variables on organizational performance by 39.7% and the rest is influenced by other variables not included in the equation model.

#### 4. The Effect of Job Satisfaction on Organizational Performance

Based on the results of the analysis note that the coefficient of job satisfaction is 0.861. T value of 19,376. The significant value is 0.00. This significant value is smaller than 0.05. This means that job satisfaction variables partially affect organizational performance. The magnitude of the effect of job satisfaction on organizational performance can be a known r-square value of 0.741. This means that the influence of job satisfaction variables affects organizational performance by 74.1% and the rest is influenced by other variables not included in the equation model.

#### 5. Effect of Emotional Intelligence on Organizational Performance through Job Satisfaction Variables

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 0.475. The influence of emotional intelligence on performance through job satisfaction is  $0.581 \times 0.861 = 0.500$ . In this case, the indirect effect is greater than the direct effect so it can be said that the job satisfaction variable is intervening.

#### 6. The Effect of Discipline on Organizational Performance Through Work Job Satisfaction Variables

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 influence of discipline on organizational performance is 0.630. While the effect of discipline on organizational performance through job satisfaction is  $0.748 \times 0.861 = 0.644$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

### Conclusions and Suggestions

#### Conclusion

The variables of emotional intelligence and discipline simultaneously influence organizational performance. The calculated f value was 94.058 and the significant was 0.00. This value is smaller than 0.05. The value of r

squared is 59.1%, which means that emotional intelligence and discipline variables affect organizational performance by 57.2%, 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 6.179. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.226. This means that the influence of emotional intelligence variables on performance is 22.6% and the rest is influenced by other variables not included in the equation model.

Discipline variables partially affect organizational performance. T value of 9,281. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.397. This means that the influence of discipline variables on organizational performance by 39.7% and the rest is influenced by other variables not included in the equation model.

Job satisfaction variables partially affect organizational performance. T value of 19,376. The significant value is 0.00. This significant value is smaller than 0.05. The value of r squared is 0.741. This means that the effect of job satisfaction on organizational performance by 74.1% and the rest is influenced by other variables not included in the equation model.

The influence of emotional intelligence on organizational performance is 0.475. The influence of emotional intelligence on performance through emotional intelligence is  $0.581 \times 0.861 = 0.500$ . In this case, the indirect effect is greater than the direct effect so it can be said that job satisfaction is an intervening variable.

The influence of emotional intelligence on organizational performance through job satisfaction is  $0.748 \times 0.861 = 0.644$ . In this case, the direct effect is smaller than the indirect effect so it can be said that the job satisfaction variable is intervening.

### **Suggestion**

Organizational performance needs to be improved by paying attention to the emotional intelligence of employees. Increased emotional intelligence of employees is done by holding emotional management training routinely at the company.

Improved work discipline also needs to be done by complying with applicable rules, working on time and caring for the rules that have been made.

In improving organizational performance it is also necessary to increase job satisfaction. The things that need to be considered are the amount of salary, employee motivation, and employee environment.

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