

Mediation Effect of Commitment among the Antecedents and Administrative Employee Performance

Muhammad Basyir¹, Suhairi², Sulaiman³

{basyir@unsyiah.ac.id}

Faculty of Economic and Business, Universitas Syiah Kuala Banda Aceh

Abstract. The study examines to the role of commitment as an mediator of relationships between emotional intelligence, employee engagement and the administrative employees performance. A number of staff of the Public Hospital of Dr. Zainoel Abidin in Banda Aceh is employed as this study's sample. Technique of interviews based upon the developed questionnaires is utilized. It then analyzes statistically by using AMOS program with SEM (Structural Equating Modeling). The result respectively demonstrates that the emotional intelligence affects employees work performance positively and significantly. It also confirms similarly that employee engagement has impact on work performance respectively. These findings contribute that to increase employee's work performance, considering employee engagement activities through capacity buildings, in-house trainings, and staff retreats are recommended activities should be programmed.

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

1 Introduction

The performance of an organization is reflected in an individual performance from the 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 of Dr. Zainoel Abidin, 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 of Dr. Zainoel Abidin, it needs to conduct an empirical research by involving more respondents in order it can provide a more comprehensive picture for its stakeholders.

2 Literature Review

2.1 The Influence of Emotional Intelligence (EI) on Commitment

Personal emotional intelligence is the most essential ability in attention to his emotions and feelings which distinguish between rational and emotional feelings. In other words, EI 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, demonstrates emotions and his ability positively to build social relations with others. Trough this point, it then enhances the emergence of a conducive work environment for increasing employee commitment. Therefore, the better the emotional intelligence, it will be better commitment.

2.2 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.

The above premise is in line with the points of view of 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 the better engagement of staff with their organization, it results the higher commitment emotionally and intellectually to the organization. Through this point, the staffs are going to practice their best action for organization.

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.

2.3 The Influence of Emotional Intelligence on Work Performance

Jaros (2015) justifies that EI is seen as the ability of individuals to understand, assess, and consider emotions, access and produce feelings capabilities, understand emotional skill and emotional knowledge, and the skill to regulate emotions, to increase emotional and knowledge. Through this EI, a staff is able to place his emotions accordingly, sort out satisfaction and regulate moods (Goleman & Boyatzis, 2017).

Referring to the above point of view, an employee with high intelligence is able to behave himself accordingly, broach goodness of emotions and have a broad view and the skill to develop social relations with others together that it is in line with Jie et al. (2020). Though this point, the staff then is able to enhance the emergence of workplace culture to enhance his commitment. Therefore, the higher the EI, the better its work performance.

2.4 The Influence of the Employee Engagement (EE) on Employee Performance (EP)

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. Finding of the previous study, there was an effect of EI on performance significantly.

This is also consistent with Jie et al. (2020), which finds that there is an influence of EI on EP. Moreover, Wang et al. (2021) find that a close link between emotional intelligence and performance. Thus, the relationship between EI and performance can be seen logically due to the increase in entrepreneurs who take into account the EI of applicants during the processes of recruitment and selection programs. This means that a person who has EI can realize that his mood and emotional influence EP; therefore, he will continue to try to maintain the mood and provide a conducive atmosphere in workplace. 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).

2.5 The Influence of Commitment on Employee Performance (EP)

Mangifera & Isa (2017) stated that one of the other employee performance indicators is the existence of organizational commitment (OC). the high commitments of staff are predicted to be able to do their best performance. OC in other side is an attitude and behavior that encourage each other (reinforce) between one to another. Employees who have goodness of commitment will behave positively; it then subsequently, they have a belief to realize organizational goals.

In addition, staff along with high commitment is going to result his loyalty to the organization, whereas it also will foster employee involvement to product excellence 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.

2.6 The Indirect Influence of Emotional Intelligence (EI) on Employee Performance (EP) through Commitment

It has been mentioned above that EI is a factor that can influence organizational commitment. EI 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.

2.7 The indirect Influence of Employee Engagement (EE) on Employee Performance (EP) through Commitment

Organizational commitment is defines as goodness of desire of the staffs as a member of a particular organization in long time, the desire to strive based upon the organizational wishes, as well as morality, values and goals of the organization acceptability (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.

2.8 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:

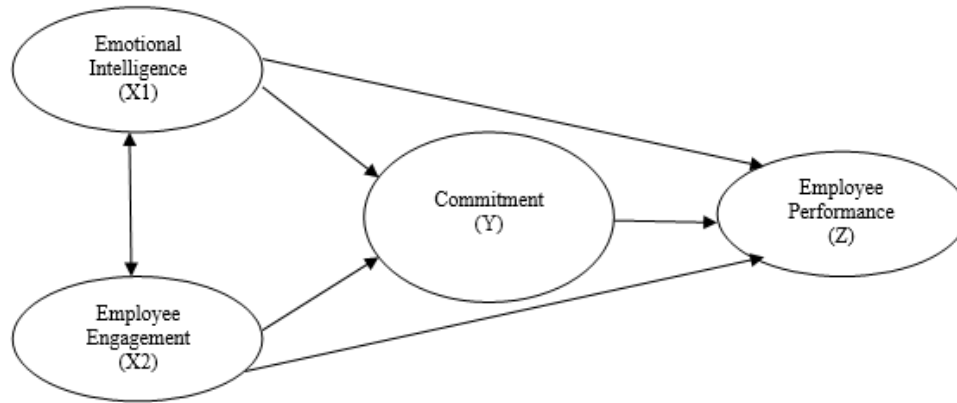


Fig. 1. Theoretical Framework of This Study

3 Research Method

The location of the research is in General Hospital of dr. Zainoel Abidin, which it has been done between October 4-15 in 2018. 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 the numbers. This research consists of a independent variable (emotional intellectual and employee engagement) and intervening variable (commitment) and dependent variables (performance). The object of this research is employees who were asked about skill, work culture, motivation and its impact on employee performance.

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

Data analysis of the current study utilizes Structural Equation Modeling (SEM) of Amos program. Regarding Malhotra (2016), for the simultaneously model of relationship, SEM are strongly recommended as statistical techniques (Hair et al., 2017). In other words, SEM is able to present simultaneously direct and indirect effect to the model of study. Indirect effect of model is dramatically presented as follows:

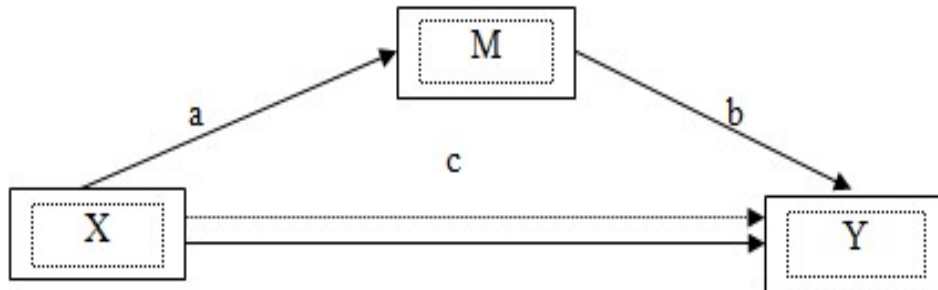


Fig. 2. Mediating Effect Model.

4 Results and Discussion

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

The last outcome of the measurement model is provided in the following figure:

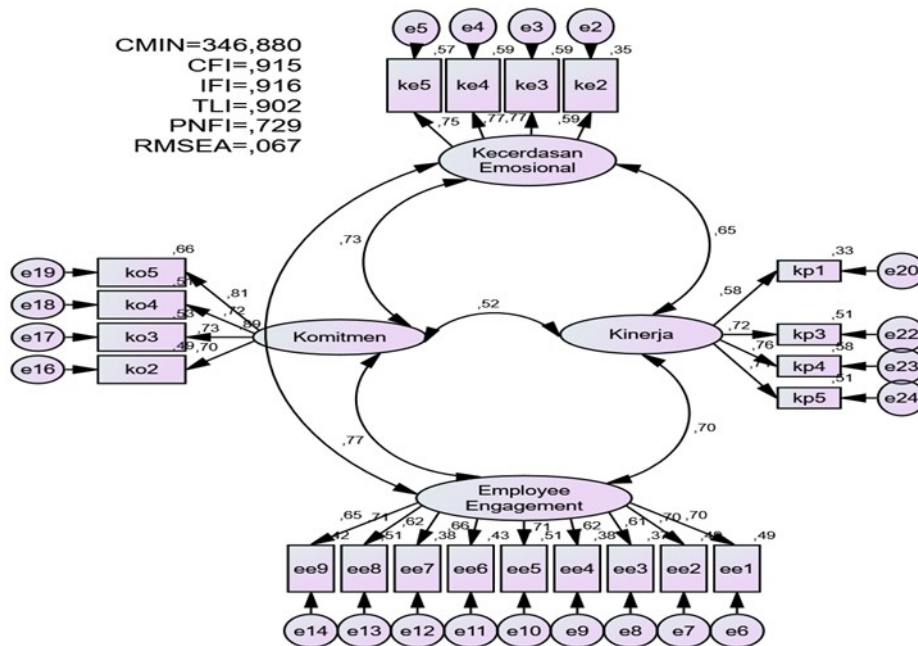


Fig. 3. Measurement Model

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.

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

Based upon the data that has been analyzed in the previous step, it will then be embarked to a second-step approach or full-SEM 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.

This output of testing the theoretical model or framework of this research (see Figure 1 and the hypotheses previously described) can be shown as follows.

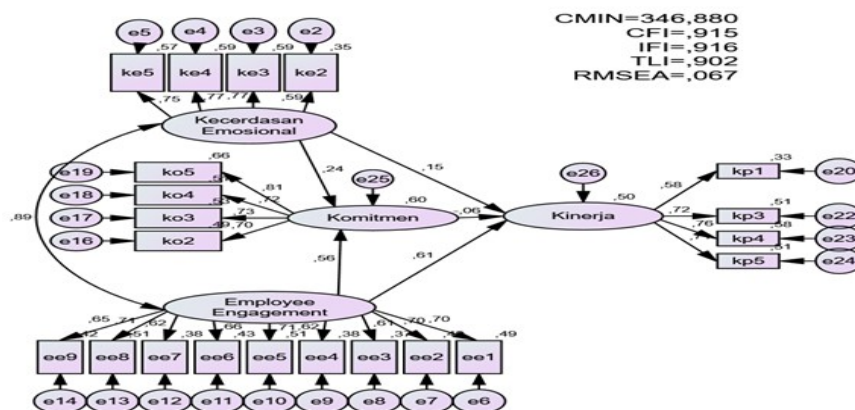


Fig. 4. Full Structure Equation Modeling

The picture above showing the gained value of fit and satisfactory for sample $\chi^2 (201) = 346,880$ pada $p < 0.001$; $\chi^2/df = 1.896$, 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.

Indirect Effect Analysis

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

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:

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.

Regarding the explanation above, there have 7 hypotheses verified by statistical analysis. they consist of 5 hypotheses (H1 - H5) which present the direct effects and the rest that are indirect effects (H6 and H7).

In detail, the following table provide condition of the accepted or rejected hypotheses respectively.

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 of dr. Zainoel Abidin	X
H ₂	<i>Employee Engagement</i> has direct influence and significance to the commitment of the administrative employee in the General Hospital of dr. Zainoel Abidin	√
H ₃	Emotional intelligence have a positive influence and significant to the commitment of the administrative employee in the General Hospital of dr. Zainoel Abidin	X
H ₄	Employee Engagement has direct influence and significance to the commitment of the administrative employee in the General Hospital of dr. Zainoel Abidin	√

H ₅	Commitment has a positive influence and significant to the commitment of the administrative employee in the General Hospital of dr. Zainoel Abidin	X
H ₆	Emotional intelligence have an indirect influence on employee performance through commitment of the administrative employee in the General Hospital of dr. Zainoel Abidin	X
H ₇	Employee Engagement have an indirect influence on employee performance through commitment of the administrative employee in the General Hospital of dr. Zainoel Abidin	X
Note:	√ = hypothesis not rejected X = hypothesis not accepted	

The above summary in the table illustrates 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 effect is not accepted.

Discussion

Regarding the hypotheses testing outcomes, it is found that there is no significantly relationship between EI to commitment. This is not in consistent with the finding of 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 but low 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 other than the tasks assigned by superiors.

In addition, the factor of placement of employees who are not in accordance with the basis of expertise 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 & Aylaz (2021) explains 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 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 of Dr. Zainoel Abidin`

Furthermore, this 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 got in the field, it was found that there were several administrative employees who worked even at night such as in the program, fund mobilization, training and research and development section. They willingly and happily worked together even some arrived at dawn. the description above shows that their employee engagement is very good so this has an impact on good commitment.

The finding also explains that employee engagement is not proven to have a positively and significantly relationship to performance. This is not in line with the research conducted by Huang et al. (2021); Macht et al. (2019); Rezvani et al. (2018) in the name of 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 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 also indicates that employee engagement 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 of Dr. Zainoel Abidin.

According to the discussion above and the analytical result in the last model from this research:

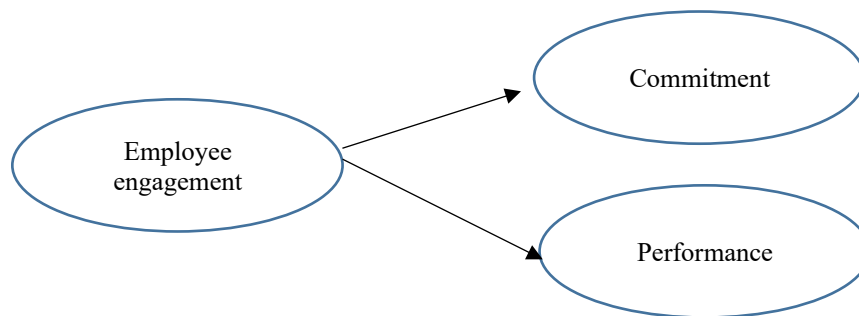


Fig. 5. The Result of the Research Model

5 Conclusion

This study indicates that engagement has a positive and significant effect on commitment, and it's subsequently on employee performance at General Hospital of dr. Zainoel Abidin.

Based upon the 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.

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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