The Influence of Emotional Intelligence and Transformational Leadership on Organizational Commitment with Job Satisfaction asIntervening Variables in the State Gas Company Medan Branch Office

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Abstract

The purpose of this study is to analyze several things, namely the influence of emotional intelligence, transformational leadership, and job satisfaction on organizational commitment, the influence of emotional intelligence and transformational leadership on job satisfaction, the influence of tional intelligence and transformational leadership on organizational commitment through job satisfaction. This study uses an associative research type with a sample of 52 respondents who are permanent employees at the State Gas Company, Medan Branch Office. Data collection techniques use a list of statements such as questionnaires and data analysis techniques use Path Analysis and to test the seven hypotheses proposed in this study using the Partial Least Square (SmartPLS) application. The results of the study show that the influence of emotional intelligence, transformational leadership, and job satisfaction on organizational commitment is positive and significant, the influence of emotional intelligence and transformational leadership on job satisfaction is positive and significant, the influence of emotional intelligence and transformational leadership on organizational commitment through job satisfaction is positive and significant.

Keywords: Emotional Intelligence, Transformational Leadership, Job Satisfaction, Organizational Commitment

INTRODUCTION

As time goes by, the role of human resources in an organization has become increasingly crucial, presenting various challenges that must be faced. An organization's success in overcoming these challenges does not solely depend on employees performing their duties according to their job descriptions. Employees are expected to perform optimally, going beyond simply fulfilling their job descriptions. They also need to demonstrate extra contributions through collaboration, mutual assistance, constructive feedback, active participation, and a greater role in supporting the organization's progress (Ary & Sriathi, 2019). Organizational commitment can generally be defined as an individual's relatively strong identification and involvement with an organization. According to Robbins & Judge (2022), organizational commitment is a state in which an employee identifies with a particular organization and its goals and desires to maintain membership in that organization. This commitment reflects an employee's attitude, including their feelings of like or dislike for the organization where they work. Therefore, efforts to increase organizational commitment should focus on creating supportive working conditions, addressing employee needs, and building positive relationships between the organization and its members.

There are several factors that influence an employee's organizational commitment, including the employee's emotional intelligence, transformational leadership carried out by company leaders and job satisfaction felt by employees (Parawitha & Gorda, 2017).

*Emotional intelligence*Emotional intelligence refers to a person's ability to effectively understand, recognize, manage, and utilize their own emotions and those of others in a positive and productive manner in various situations (Auda, 2018). Emotions in the workplace play a crucial role in driving increased productivity, innovation, and individual, team, and organizational achievement. This underscores the alignment between an individual's emotional intelligence and the values espoused by the organization. To survive and thrive within an organization, especially in a dynamic environment, individuals need to possess strong emotional intelligence. This is key to creating harmonious relationships and supporting mutual success. It's not just emotional intelligence that can influence increased organizational commitment, but also transformational leadership. According to Northouse (2018), transformational leadership is socially engaged and concerned with the common good. Transformational leadership has a significant impact on organizational commitment. This occurs because leaders with a transformational style are able to create working conditions that support, motivate, and inspire employees. As a result, employees feel more enthusiastic in carrying out their duties and have a stronger commitment to the organization (Asri & Nova, 2024).

In addition to emotional intelligence and transformational leadership, job satisfaction is also a crucial factor in increasing employee commitment to a company or organization. High levels of job satisfaction will make employees more engaged and motivated to give their best for the benefit of the company. This job satisfaction reflects employees' positive attitudes toward their work, which can impact their contribution to achieving organizational goals (Indrasari, 2019). At the State Gas Company, Medan Branch Office, it can be found that employee commitment to the organization is still not optimal as seen from employee attendance data. Furthermore, in transformational leadership, where the top-down leadership style does not build active employee participation, resulting in a lack of communication, resulting in a gap between leaders and employees, which ultimately employees are a little afraid to provide opinions for the company's progress. Another problem that was also found was job satisfaction, where several employees often complained of not enjoying their jobs, characterized by the work that continues to increase and is not completed. This causes a feeling of boredom and boredom towards enjoying their work. Based on this background, this study aims to analyze the influence of emotional intelligence and transformational leadership on organizational commitment with job satisfaction as an intervening variable at the State Gas Company, Medan Branch Office.

LITERATURE REVIEW

Organizational Commitment

*Organizational commitment*According to (Wibowo, 2020), it is an agreement to do something for oneself, another individual, or an organizational group. Meanwhile, organizational commitment reflects the level of state in which an individual identifies with the organization and is bound to its goals. Meanwhile, according to (Robbins & Judge, 2022), organizational commitment is a state in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. According to (Mathis & Jackson, 2018), organizational commitment is the level of trust and acceptance of the workforce towards organizational goals and has a desire to remain in the organization. According to (Sangadji & Sopiah, 2018), organizational commitment has three indicators, namely: 1) Employee willingness, 2) Employee loyalty, 3) Employee pride.

Emotional Intelligence

*Emotional intelligence*is an emotional ability that includes the ability to control oneself, have resilience when facing a problem (Bismala et al., 2016). Meanwhile, according to (Robbins & Judge, 2022) emotional intelligence is the ability to feel, understand and effectively apply emotional power and sensitivity as a source of energy, emotions, connections and human influence. According to (Rivai & Prawironegoro, 2015) the indicators of emotional intelligence are as follows: 1) Recognizing one's own emotions, 2) Managing emotions, 3) Motivating oneself, 4) Recognizing the emotions of others, 5) Building relationships.

Transformational Leadership

According to Northouse (2018), pure transformational leadership is social leadership that is concerned with the common good. Meanwhile, Wong, Cummings, & Ducharme (2018) explain that transformational leadership is a form of leadership that can motivate and inspire team members to achieve higher goals by providing clear direction, developing an inspiring vision, and building trusting relationships.indicatorstransformational leadership according to (Ancok, 2020) is: 1)*Idealized influence*, 2)*Inspirational motivation,*3)*Intellectual stimulation,*4)*Individualized consideration.*

Job Satisfaction

According to (Wijono, 2018), job satisfaction is an individual's assessment of their work or positive and enjoyable experiences. Meanwhile, (Sutrisno, 2018) defines job satisfaction as an employee's attitude toward work related to work situations, cooperation between employees, rewards received in work, and matters relating to physical and psychological factors. According to (Sunyoto, 2018), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. According to (Sisca et al., 2020), there are five indicators of job satisfaction, namely: 1) Content work, 2) Supervision, 3) Opportunity for advancement, 4) Wages, 5) Co-workers.

RESEARCH METHODS

This study uses a quantitative approach with an associative research type. Associative research aims to connect two or more variables to analyze the relationship or influence between these variables. The variables studied include emotional intelligence (X1), transformational leadership (X2) as independent variables, organizational commitment (Y) as dependent variables, and job satisfaction (Z) as intervening variables. The operational definitions of these variables are based on relevant indicators and measured using a Likert scale. The population in this study was all 52 permanent employees at the State Gas Company Medan Branch Office. The sampling technique used saturated sampling, where all members of the population were sampled. Data collection was carried out using two methods: documentation study and questionnaire. Documentation study was used to obtain data related to population characteristics, while the questionnaire was distributed to respondents using Google Forms. The questionnaire was designed using a Likert scale with five answer options, ranging from strongly agree to strongly disagree, to measure respondents' perceptions of the research variables. The data analysis technique used in this study was the partial least squares structural equation model (PLSSEM), which aims to conduct path analysis with latent variables. This analysis is often referred to as the second generation of multivariate analysis (Ghozali, 2013). Structural equation analysis (SEM) is a variance-based analysis that can simultaneously test measurement models and structural models.

RESULTS AND DISCUSSION

Then from the results of hypothesis testing, the direct effect shows that all path coefficient values are positive and significant. And the results of the indirect effect value produce the following conclusions: 1) the indirect effect of X1 -> Z -> Y TStatistics value (|O/STDEV|) is 2.647, with P-Values 0.008 <0.05 (significant), then job satisfaction mediates the effect of emotional intelligence on organizational commitment, 2) the indirect effect of X2 -> Z -> Y TStatistics value (|O/STDEV|) is 3.564 with P-Values 0.000 <0.05 (significant), then job satisfaction mediates the effect of transformational leadership on organizational commitment. The conclusion of the total effect value is as follows: 1) The total effect for the relationship between emotional intelligence and organizational commitment, the TStatistics(|O/STDEV|) value is 2.912 with P-Values of 0.004 < 0.05 (significant effect), 2) The total effect for the relationship between transformational leadership and organizational commitment, the TStatistics(|O/STDEV|) value is 4.548 with P-Values of 0.000 < 0.05 (significant effect), 3) The total effect for the relationship between emotional intelligence and job satisfaction, the TStatistics(|O/STDEV|) value is 4.341 with P-Values of 0.000 < 0.05 (significant effect), 4) The total effect for the relationship between transformational leadership and job satisfaction, the TStatistics(|O/STDEV|) value is 4.620 with P-Values of 0.000 < 0.05 (significant effect), 5) Total effect for the relationship between job satisfaction and organizational commitment, the Tstatistics (|O/STDEV|) value is 4.328 with P-Values 0.000 < 0.05 (significant effect).

Discussion
The Influence of Emotional Intelligence on Organizational Commitment

Based on the partial test results of the influence of emotional intelligence on organizational commitment, the Tstatistics (|O/STDEV|) value = 4.174 and P-Values 0.000 with a significance level of 0.000 <0.05 from these results it can be concluded that there is a significant influence between emotional intelligence and organizational commitment. Emotional intelligence refers to a person's ability to effectively understand, recognize, manage, and utilize emotions, both their own and others' emotions, positively and productively in various situations (Auda, 2018). Emotions in the workplace have a crucial role in driving increased productivity, innovation, and individual, team, and organizational achievement (Daulay & Kurnia, 2021). These findings underscore the alignment between an individual's emotional intelligence and the values embraced by the organization. To survive and thrive in an organization, especially in a dynamic work environment, individuals need to have good emotional intelligence. This is an important key in creating harmonious relationships and supporting mutual success. The results of research conducted by (Shafiq & Rana, 2016), and (Auda, 2018), stated that emotional intelligence has a significant influence on organizational commitment.

The Influence of Transformational Leadership on Organizational Commitment

Based on the partial test results of the effect of transformational leadership on organizational commitment, the Tstatistics (|O/STDEV|) value = 4.071 and P-Values 0.000 with a significance level of 0.000 <0.05 from these results it can be concluded that there is a significant influence between transformational leadership and organizational commitment. Leaders with a transformational style are able to articulate a clear vision, inspire, and motivate individuals to work towards common goals. In addition, they also provide personal support that

helps employees feel valued and involved, thereby increasing their sense of commitment to the organization (Abdullah, 2016). Transformational leaders act as role models who are able to provide examples for their employees. They encourage employees to behave creatively, innovatively, and are able to solve problems through new, effective approaches. In addition, transformational leaders also show genuine concern for the problems faced by employees, as well as provide consistent work enthusiasm (Daulay, Bahagia, Arianty, & Astuti, 2024). This not only helps improve employee performance but also creates a higher sense of job satisfaction, ultimately strengthening the positive relationship between employees and the organization. Research conducted by (Sari, Supartha, & Riana, 2017); (Utarayana & Adnyani, 2020); and (Taner, Mithat, Ilter, & Onur, 2015) indicates a positive and significant relationship between transformational leadership and organizational commitment.

The Influence of Emotional Intelligence on Job Satisfaction

Based on the partial test results of the influence of emotional intelligence on job satisfaction, the Tstatistics (|O/STDEV|) value = 4.341 and P- Values 0.000 with a significance level of 0.000 <0.05 from these results it can be concluded that there is a significant influence between emotional intelligence and job satisfaction. Job satisfaction is a pleasant or unpleasant emotional state of employees with which employees view their work. Employees with high emotional intelligence (EI) are more resilient because they are able to understand the causes of stress and develop strategies and perseverance to deal with the negative consequences of stress, conversely employees with low emotional intelligence (EI) tend to be less aware of their emotions and have less ability to cope with their emotions when facing difficult situations, thus can worsen stress levels and decrease job satisfaction levels (Handoko, 2020). The results of research conducted by (Auda, 2018) (Andewi, Supartha, & Putra, 2016); and (Arifan & Dihan, 2018), stated that there is a positive and significant influence of emotional intelligence on job satisfaction.

The Influence of Transformational Leadership on Job Satisfaction

Based on the partial test results of the influence of transformational leadership on job satisfaction, the Tstatistics value (|O/STDEV|) = 4.620 and P- Values 0.000 with a significance level of 0.000 <0.05 from these results it can be concluded that there is a significant influence between transformational leadership on job satisfaction. Transformational leadership consists of four main components, namely idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. These four elements help create a more supportive work atmosphere, where employees feel valued, encouraged to develop, and have a clear vision in working, thereby increasing their job satisfaction (Hater & Bass, 2014). Research conducted by (Djuraidi & Laily, 2020); Pambudi, Mukzam, & Nurtjahjono (2016) and Parlindungan, Farisi & Nurhayati (2021) found that transformational leaders can increase job satisfaction by building trust and inspiring employees. Transformational leadership behaviors influence job satisfaction and subordinates' satisfaction with their leaders.

The Influence of Job Satisfaction on Organizational Commitment

Based on the partial test results of the effect of job satisfaction on organizational commitment, the Tstatistics (|O/STDEV|) value = 4.328 and P- Values 0.000 with a significance level of 0.000 <0.05 from these results it can be concluded that there is a significant influence between job satisfaction and organizational commitment. According to (Robbins & Judge, 2022) job satisfaction is a positive and pleasant emotional condition that arises from a

person's assessment of their work. When an employee is satisfied with various aspects of their work, such as salary, work environment, relationships with coworkers, and development opportunities, their level of commitment to the organization also increases. The results of research conducted by (Gangai & Agrawal, 2015), found that there is a significant correlation between job satisfaction and organizational commitment dimensions, namely normative commitment and continuance commitment. In research conducted by (Nasution et al., 2019); (Jufrisen, Gultom, Sitorus, Sari, & Nasution, 2018), (Mujiatun, Jufrisen, & Ritonga, 2019), (Bismala & Manurung, 2021), (Handoko & Rambe, 2018) and (Adhan, Jufrisen, Prayogi, & Siswadi, 2020) show that job satisfaction influences organizational commitment.

The Influence of Emotional Intelligence on Organizational Commitment through Job Satisfaction

Based on the results of testing the influence of emotional intelligence on organizational commitment through job satisfaction, the Tstatistics (|O/STDEV|) value = 2.647 and P-Values 0.008 with a significance level of 0.008 <0.05 from these results it can be concluded that there is a significant influence between emotional intelligence on organizational commitment through job satisfaction. This means that the mediating variable (job satisfaction) is a mediator between emotional intelligence and organizational commitment. Emotional intelligence (EI) has an important role in the world of work, especially in shaping job satisfaction and organizational commitment. Employees who have high emotional intelligence are better able to manage their own emotions, understand the emotions of others, and adapt to a dynamic work environment. This can increase their job satisfaction, which ultimately contributes to increased organizational commitment (Goleman, 2016). This relates to previous research by (Auda, 2018), which found that emotional intelligence has both a direct and indirect influence on job satisfaction and organizational commitment. Job satisfaction also has a significant positive influence on organizational commitment, and job satisfaction is said to mediate the relationship between emotional intelligence and organizational commitment.

The Influence of Transformational Leadership on Organizational Commitment through Job Satisfaction

Based on the results of testing the influence of transformational leadership on organizational commitment through job satisfaction, the Tstatistics (|O/STDEV|) value = 3.564 and P-Values 0.000 with a significance level of 0.000 <0.05 from these results it can be concluded that there is an influence between transformational leadership on organizational commitment through job satisfaction. This means that the mediating variable (job satisfaction) mediates between transformational leadership and organizational commitment. Leaders who are able to inspire, provide support, and pay attention to employee needs will create positive working conditions, which increase job satisfaction. Ultimately, employees who are satisfied with their work will be more motivated to remain committed to the organization (Hater & Bass, 2014). As a practical implication, companies need to implement transformational leadership strategies by providing leadership training for managers and superiors so that they can become inspiring leaders and support employees. Thus, the level of job satisfaction can be increased, which ultimately has a positive impact on employee organizational commitment. The results of the research conducted (Nuriyani & Arif, 2022) show a significant relationship between transformational leadership and organizational commitment mediated by job satisfaction.

CONCLUSION

Based on the data obtained in this study from 52 respondents, which were then analyzed, it was concluded that Emotional *intelligence*have a significant impacton organizational commitment at the State Gas Company, Medan Branch Office. Transformational leadership has a significant effect on organizational commitment at the State Gas Company, Medan Branch Office. Emotional intelligence has a significant effect on job satisfaction at the State Gas Company, Medan Branch Office. Transformational leadership has a significant effect on job satisfaction at the State Gas Company, Medan Branch Office. Job satisfaction has a significant effect on organizational commitment at the State Gas Company, Medan Branch Office. Emotional intelligence has a significant effect on organizational commitment through job satisfaction at the State Gas Company, Medan Branch Office. Transformational leadership has a significant effect on organizational commitment through job satisfaction at the State Gas Company, Medan Branch Office.

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