



## Influence of Emotional Intelligence and Locus of Control on Organizational Performance through Organizational Commitment PT. BhinnekaMentariDimensi

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## Abstract

*This study aims to determine the influence of emotional intelligence, the locus of control, organizational commitment to organizational performance simultaneously and partially. The study was conducted on the organization of PT.Bhinneka MentariDimensi. The sampling technique using random samples involving 84 employees in all parts of the organization. Analysis of data using path analysis.*

*Based on data analysis found that the variable of emotional intelligence, the locus of control and organizational commitment influence on organizational performance simultaneously and partially.*

**Keywords: emotional intelligence, the locus of control, organizational commitment, organizational performance**

## Introduction

An ability to understand the emotions themselves and others, as well as knowing how emotions themselves expressed to increase the maximum ethical as personal power is the emotional intelligence of employees in a company. emotional intelligence as the ability to monitor and control their feelings of themselves and others, and use those feelings to fuse thought and action. Emotional intelligence was first brought up in 1990 by psychologist Peter Salovey from Harvard University and John Mayer of the University of New Hampshire to explain the emotional qualities that seem essential to success. Emotional intelligence will have an impact on organizational performance to be achieved organization.



The performance of the organization is generated by an organization that includes the results of that financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of markets such as the expansion of market share, and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders. Organizational performance is measured not only in terms of financial concepts but also of non-financial. Performance can be measured by productivity, quality, and consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2002).

Locus of control will also affect the performance of the organization. Someone who has an internal locus of control will see the world as something that can be predicted, and the behavior of individuals played a role in it. In individuals who have an external locus of control will see the world as something that can not be foreseen, as well as in achieving the objectives that individual behavior will not have a role in it. Individuals who have an external locus of control in the identification of more rested hopes to rely on others and more looking for and choosing a favorable situation. Meanwhile, people who have an internal locus of control is identified more rested its hopes on themselves and also prefers the identified skills than just a favorable situation.

*Locus of control* as the degree to which individuals believe that they are of their own fate. Internal are individuals who believe that they are in control over anything else that happens to them, while the external are individuals who believe that whatever happens to them is controlled by outside forces such as luck and chance.

Another factor that can affect the performance of the organization is the locus of control of the employee. Locus of control is basic properties owned or part-depth personality and inherent to the person and behavior that can be predicted in a variety of circumstances and the job duties as an encouragement for achievement and a desire to have tried to carry out tasks effectively. Inconsistency in controlling locus-the locus of control is what distinguishes a superior perpetrator of actors who excel limited. Locus of control is the mastery of a set of knowledge, skills, values, and attitudes that lead to performance and reflected in the habit of thinking and acting in accordance with the profession.

Organizational commitment also affects the performance of the organization. The better the commitment of the organization, the organization's performance is also getting bigger.

## Literature Review

### *Emotional Intelligence*

Steiner (1997) explains understanding emotional intelligence is an ability to understand the emotions themselves and others, as well as knowing how emotions themselves expressed to increase the maximum ethical as personal power.

In line with this definition, Mayer and Solovey (Goleman, 1999; Davies, Stankov, and Roberts, 1998) revealed emotional intelligence as the ability to monitor and control their feelings of themselves and others, and use those feelings to fuse thought and action.

Knowledge of normal development and the development of talented individuals; information regarding the destruction of cognitive skills with a damaged brain condition; research on the incredible population, including people who are extraordinary, people are very smart in a certain field but barely understand other fields, children with autism; data on the evolution of the learning process in several millennia; consideration of cross-cultural learning process; psychometric research, including examination of the correlation in rates; psychological training and research, particularly measures to transfer traffic tasks.

Emotional intelligence is strongly influenced by the environment, do not be sedentary, can change at any time. For the role of the environment, especially parents in childhood influence in the formation of emotional intelligence.

Gardner (in Goleman, 2009) says that it is not just one kind of intelligence that is monolithic which is important for success in life, but there is a spectrum of intelligence were wide with seven main varieties namely linguistic, math/logic,



spatial, kinesthetic, musical, interpersonal and intrapersonal, This intelligence named by Gardner as a personal intelligence by Goleman referred to as emotional intelligence.

Goleman (2009) defines that emotional intelligence is a person's ability which involves a series of various capabilities to be able to motivate yourself, endure frustration, controlling impulsive needs or impulses, do not overestimate the pleasure and distress, able to regulate reactive needs, keeping stress-free, does not cripple the ability of thinking and the ability to empathize with others, as well as the principle of trying and praying. Goleman also adds emotional intelligence is the other side of cognitive intelligence that plays a role in human activities which include self-awareness and impulse control, persistence, zeal and self-motivation and empathy and social skills. Emotional intelligence is a more directed effort to identify,

Based on these descriptions, it can be concluded that emotional intelligence is the ability to sue themselves to learn to acknowledge and respect the feelings of self and others and to respond appropriately, implement effectively energy of emotions in life and work every day, as well as a person's ability to recognize emotions self-esteem, managing emotions, motivating oneself, recognizing emotions in others (empathy) and the ability to establish cooperative relationships with other people.

### ***Locus of Control***

The concept of locus of control was first proposed by Rotter in 1966, an expert on social learning theory. Locus of control is one of the personality variables are defined as an individual's belief about whether or not able to control his own destiny.

*Locus of control* or the locus of control is an individual's control over their work and their confidence in the success of the self. Locus of control is divided into two internal locus of control that characterizes the people have a belief that they are responsible for the behavior of their work in the organization. External locus of control that characterizes individuals who believe that workplace behavior and the success of their task due to factors beyond the self that organization.

The concept of locus of control was first proposed by Rotter (1966), an expert on social learning theory. Locus of control is one of the personality variables are defined as an individual's belief about whether or not able to control its own destiny (Kreitner and Kinicki, 2005).

Robbins and Judge (2007) define the locus of control as the degree to which individuals believe that they are of their own fate. Internal are individuals who believe that they are in control over anything else that happens to them, while the external are individuals who believe that whatever happens to them is controlled by outside forces such as luck and chance.

Based on the above it can be concluded that individuals who have a belief that fate or events in life are under control of himself, said the individual has an internal locus of control. While individuals who have confidence that the environment that has control over the fate or events that occur in the life of the individual is said to have an external locus of control.

### ***Organizational Commitment***

According to Robbins and Judge (2008: 100) organizational commitment is a condition in which an employee is favoring a particular organization as well as the goals and desires to retain membership in the organization. Thus, a high job involvement means favoring certain work of an individual, while a high organizational commitment means favoring organizations that recruit such individuals.

Meanwhile, according to Moorhead and Griffin (2013: 73) organizational commitment is an attitude that reflects the extent to which an individual to know and adhere to the organization. An individual who has committed is likely to see



himself as a true member of the organization. Meanwhile, according to Kreitner and Kinicki (2014: 165) that reflects the organization's commitment to recognizing the degree to which someone tied to an organization and its goals.

It can be concluded that organizational commitment is a psychological state of individuals associated with faith, trust and a strong reception to the goals and values of the organization, a strong willingness to work for the organization and the degree to which it still wants to be a member of the organization.

**Organizational Performance**

According to Richard et al (2009) the performance of the organization is generated by organizations that include results (outcomes) that the financial performance such as profit, as measured by return on assets, return on investment and so on, the performance of the market (product market performance) such as the expansion of market share and sales. Besides the return of shareholders a return of shareholders and increase the economy of shareholders.

Measuring the performance of the organization according to the concept of PBM SIG (the performance-based management special interest group is to perform monitoring and reporting programs and pay attention to objectives achieved. Performance is measured based on the activities of the program to run, products, and services resulting from.

Besides according to Kaplan and Norton (1992) organizational performance measured in terms of financial and non-financial concepts. Performance can be measured by productivity, quality, consistency and so on. On the other hand measure organizational performance outcomes, behavioral and normative level, education and concepts generated including management development (Richard, 2002).

**Research Methods**

**Research Design**

This research uses explanatory analysis approach. This means that every variable that the hypothesis will be observed by testing the causal relationship of independent variables on the dependent variable. Relationships between variables can be described in terms of the path analysis diagram as follows:

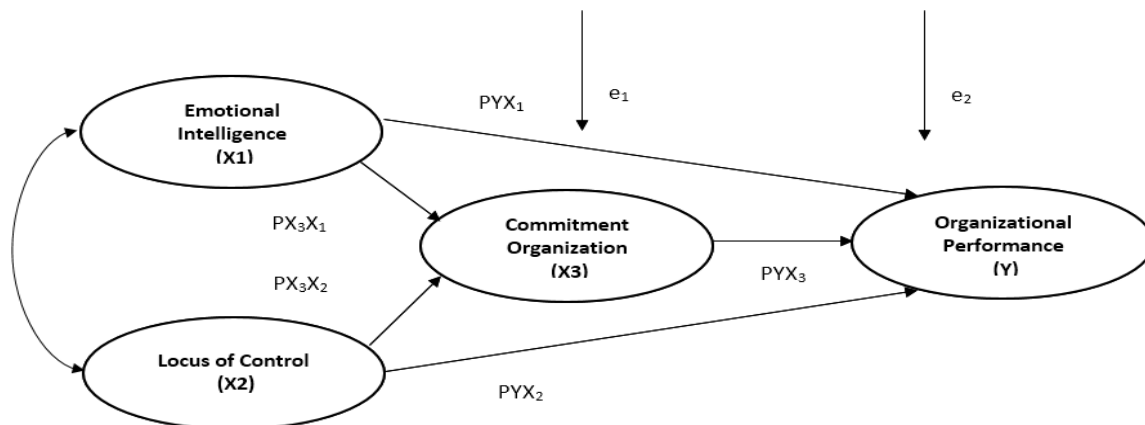


Figure 1. Design Concept Research

**Population and Sample**

The population is a generalization region consisting of the objects/subjects that have a certain quantity and characteristics defined by the researchers to learn and then drawn conclusions (Sugiyono, 2005). Samples were towing the majority of the population to represent the entire population, (Surakhmad, 2010). The samples used by the author in this study were employees of PT. BhinnekaMentariDimensi.

The total number of employees by 84 people in the field of organization. Employees are entirely included in the data analysis. This sampling included in the sample collection by using purposive sampling method. This sampling in an



analysis unit with the same attention to the characteristics of the sample. Overall samples were taken at the organization's use of saturated sampling.

**Data Collection Technique**

To obtain concrete and objective data that must be made a study of the problems examined, while the steps that researcher takes in data collection is the primary data. Primary data is data obtained directly from the research object; In this case, primary data obtained from field research is the method of data collection doing research premises directly on the object of study in question.

**Quality Test Data**

The questionnaire used in this study tested the validity and reliability of the instrument. According to Sugiyono (2007: 219) "Validity is a statement that describes the level of the relevant instruments able to measure what should be measured". While reliability is a value indicating a measure of consistency in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable.

**Results and Discussion**

**Validity and Reliability**

Based on the results of data processing and variable then all items declared valid and reliable research.

**Discussion**

**1. Effect of Emotional Intelligence And Locus of Control on Organizational Performance**

Linear analysis model can be based on calculations using SPSS program as follows.

**Table 1. Results of the analysis of the first equation**

Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	17.231	2.535		6.797	,000
EMOTIONS	,689	,113	,439	6,075	,000
CONTROL	,553	,070	573	7.937	,000

a. Dependent Variable: PERFORMANCE

Based on the above table is the simultaneous structural equation:  $Y = 0,439X1 + 0,573X2$   
 F count can be obtained from the following table.

**Table 2. Calculate the F value equations simultaneously**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1560.378	2	780.189	57.004	,000b
residual	1108.610	81	13.687		
Total	2668.988	83			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), CONTROL, EMOTION

Based on the above table it is known that the calculated F value of 57.004 and significance of 0.00. This value is less than 0.05. This means variable emotional intelligence and the locus of control influence on organizational performance simultaneously. The magnitude of the effect of the independent variable on the dependent variable can be seen from the following values of r squared.





**Table 3. Values r squared regression model first**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,765a	,585	,574	3.69953

a. Predictors: (Constant), CONTROL, EMOTION

Based on the above table it is known that the value of r squared of 58.5% means that the variables of emotional intelligence and the locus of control influence on organizational performance while the remaining 58.5% influenced by other variables that are not incorporated into the model equations.

**2. Influence Analysis of Emotional Intelligence on Organizational Performance Partial**

The results of the analysis of the effect of emotional intelligence on the partial performance can be seen in the following table.

**Table 4. Results of the analysis of the second regression equation**

Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	beta		
1 (Constant)	26.891	2,947		9.125	,000
EMOTIONS	,803	,149	,511	5.390	,000

a. Dependent Variable: PERFORMANCE

Structural equation of the above data is:  $Y = 0,511X1$

Based on the chart above analysis it is known that emotional intelligence coefficient of 0.511. T value of 5.390. The significant value of 0.00. The significance value smaller than 0.05. This means that the emotional intelligence variables affect the performance of an organization partially. The magnitude of the effect of emotional intelligence on the organization's performance can be seen in the following table.

**Table 5. Values r squared second equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,511A	,262	,253	4.90234

a. Predictors: (Constant), EMOTION

Based on the above table it can be seen r squared value of 0.262. This means that the influence of emotional intelligence variables on the performance of 26.2% and the rest influenced by other variables not included in the model equations.

**3. Influence Analysis of Locus of Control on Organizational Performance Partial**

The analysis results on the performance of the locus of control can be partially seen in the following table.

**Table 6. Results of the analysis of the third regression equation**

Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	29.469	1.846		15.965	,000
CONTROL	,607	,083	,629	7.323	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data is  $Y = 0,629X2$

Based on the chart above analysis it is known that the locus of control coefficient of 0.629. T value of 7.323. The significant value of 0.00. The significance value smaller than 0.05. This means that the locus of control variables affect the performance of an organization partially. Locus of control amount of influence on organizational performance can be seen in the following table.



**Table 7. The third equation r squared**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,629a	,395	,388	4.43620

a. Predictors: (Constant), CONTROL

Based on the above table it can be seen r squared value of 0.395. This means that the locus of control variables influence on organizational performance at 39.5% and the rest influenced by other variables not included in the model equations.

**4. Influence Analysis of Organizational Commitment on Organizational Performance Partial**

The analysis results on the performance of organizational commitment partially work can be seen in the following table.

**Table 8. Results of the fourth regression equation analysis**

Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.891	2,215		4.465	,000
COMMITMENT	,781	,052	,854	14.886	,000

a. Dependent Variable: PERFORMANCE

The structural equation of the above data is  $Y = 0,854X3$

Based on the chart above analysis it is known that the coefficient of organizational commitment at 0.854. T value of 14.885. The significant value of 0.00. The significance value smaller than 0.05. This means that the organizational commitment variables affect the performance of an organization partially. The magnitude of the effect of organizational commitment on organizational performance can be seen in the following table.

**Table 9. Values r squared fourth equation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,854a	,730	,727	2.96498

a. Predictors: (Constant), COMMITMENT

Based on the above table it can be seen r squared value of 0.730. This means that the effect of variable organizational commitment to organizational performance amounted to 73.0% and the rest influenced by other variables not included in the model equations.

**5. Influence Analysis 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 online with the structure of this sub-image.

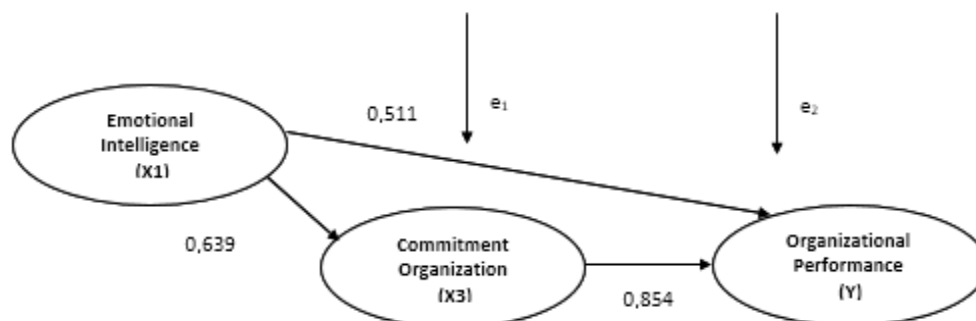


Figure 2. Analysis of the influence lines X1 to Y via X3



The coefficient of the influence of emotional intelligence on the locus of control can be seen in the following table

**Table 10. The effect of emotional intelligence on organizational commitment**

Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	20.421	2.886		7.076	,000
EMOTIONS	1,098	,146	,639	7.524	,000

a. Dependent Variable: COMMITMENT

Based on the picture above it can be seen that the influence of emotional intelligence on the performance of the organization is 0.511. The influence of emotional intelligence on the performance through organizational commitment is  $0.639 \times 0.854 = 0.545$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

**6. Influence Analysis of Locus Control on Organizational Performance through Organizational Commitment**

Based on the partial path analysis above, it can be described as follows. The analysis is an analysis online with the structure of this sub-image.

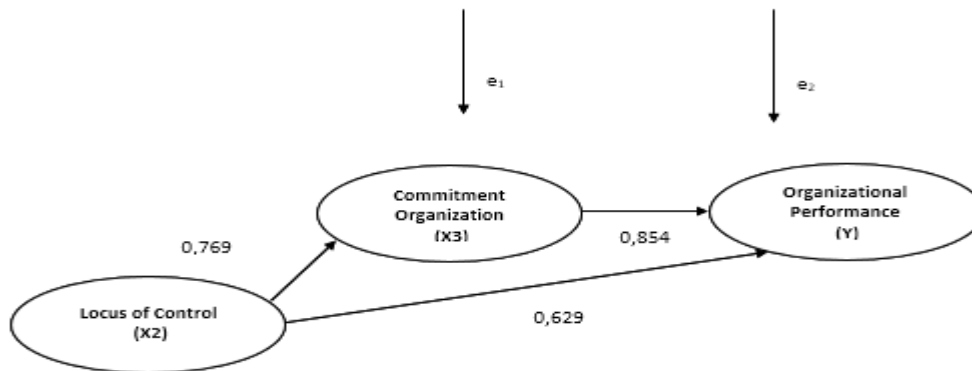


Figure 3. Analysis of the influence lines X2 to Y via X3

The coefficient of Locus of control Locus of control to be seen in the following table.

**Table 11. The coefficient of loci controlling influence on organizational commitment**

Model	Coefficients unstandardized		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	24.313	1,659		14.656	,000
CONTROL	,813	,075	,769	10.907	,000

a. Dependent Variable: COMMITMENT

Based on the picture above it can be seen that the direct effect on the performance of the organization locus of control is 0,629. While the Influence of Locus of control on organizational performance through organizational commitment is  $0.769 \times 0.854 = 0.657$ . In this case smaller than the direct influence of indirect influence so we can say that the variables of organizational commitment as an intervening variable.

**CONCLUSIONS AND RECOMMENDATIONS**

**Conclusion**

Variable emotional intelligence and the locus of control influence on organizational performance simultaneously. F value calculated at 57.004 and significance of 0.00. This value is less than 0.05. R squared value of 58.5% means that the variables of emotional intelligence and the locus of control influence on organizational performance while the remaining 58.5% influenced by other variables that are not incorporated into the model equations.





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Emotional intelligence variables affect the performance of an organization partially. T value of 5.390. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.262. This means that the influence of emotional intelligence variables on organizational performance by 26.2% and the remainder is influenced by other variables not included in the model equations.

Locus of control variables affects the performance of an organization partially. T value of 7.323. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.395. This means that the locus of control variables influence on organizational performance at 39.5% and the rest influenced by other variables not included in the model equations.

Organizational commitment variables affect the performance of an organization partially. T value of 14.885. The significant value of 0.00. The significance value smaller than 0.05. R squared value of 0.730. This means that the effect of variable organizational commitment to organizational performance amounted to 73.0% and the rest influenced by other variables not included in the model equations.

The influence of emotional intelligence on the performance of the organization is 0.511. The influence of emotional intelligence on the performance through organizational commitment is  $0.639 \times 0.854 = 0.545$ . In this case, the indirect effect is greater than the direct effect so that it can be said that the variables of organizational commitment as an intervening variable.

The direct effect of locus of control on the performance of the organization is 0.629. While the influence of locus of control on organizational performance through organizational commitment is  $0.769 \times 0.854 = 0.657$ . In this case smaller than the direct influence of indirect influence so we can say that the variables of organizational commitment as an intervening variable.

## Recommendations

Organizational performance needs to be improved by taking into account the emotional intelligence of employees, develop locus of control and organizational commitment of employees.

Emotional intelligence needs to be considered, especially in recognizing emotions employee, the employee managing emotions, motivating oneself and recognizing emotions in others.

To improve the performance of the organization also need to be considered include the management of the control locus of control internal and external locus of control. Development of control locus can doing through training motivational done a good company which runs from companies and other organizations.

Organizational commitment can be improved through increased employee awareness of the organization in the form of employee participation in the decision making of the company, the activities of a togetherness and personality enhancement training activities.

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