

## Effect of Emotional Intelligence and Commitment on The Performance Employees at PT. Angkasa Pura II Aceh Sultan Iskandar Muda Airport

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### Article's history:

Received 11 March 2022; Received in revised form 26 March 2022; Accepted 3 April, 2022; Published 12 April 2022. All rights reserved to the Research Division Lembaga Mitra Solusi Teknologi Informasi (L-MSTI).

### Suggested citation:

Ikhbar., S, Zulfadli, Hadi., A. 2022. Effect of Emotional Intelligence and Commitment on The Performance Employees at PT. Angkasa Pura II Aceh Sultan Iskandar Muda Airport. *Indonesian Journal Economic Review (IJER)*, Volume 2 (1): 20-27. DOI: <https://doi.org/10.35870/ijer.v2i1.80>.

### ABSTRACT:

This study aims to determine the effect of emotional intelligence and commitment on the performance of PT Angkasa Pura II employees at Sultan Iskandar Muda Airport, Aceh Besar. The research sample was 101 employees of the company which was taken by the census method. The data was collected using a questionnaire and then the data was analyzed using multiple linear regression statistical equipment. The study found that emotional intelligence and commitment have a positive effect on the performance of PT Angkasa Pura II employees at Sultan Iskandar Muda Airport, Aceh Besar. Among the two variables, the commitment variable has a very dominant influence on performance when compared to emotional intelligence. The results of statistical tests show that the calculated F value > F table and the t arithmetic value of each variable is also greater than the t table value, it can be interpreted either simultaneously or partially the two variables (emotional intelligence and commitment) have a significant (significant) effect on employee performance of PT Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar. Therefore, in an effort to improve the performance of their employees, the leadership of the company is deemed necessary to increase the emotional intelligence and commitment of their employees.

**Keywords:** Performance; Commitment; Emotional Intelligence.

**JEL Classification:** H11; P47; D91.

### INTRODUCTION

Efforts to improve company performance are largely determined by the success of improving employee performance. This is based on the reason that the good and bad performance of the company cannot be separated from the good and bad performance of employees who are the main resources in supporting the smooth operation of the company's operations. Various efforts can be made to improve performance ranging from providing compensation, providing facilitation for employees, and so on. However, it is undeniable that the good and bad performance of employees is not only determined by compensation, work facilitation provided, and other internal

factors outside of employees. However, an employee's performance is also related to the employee's internal factors, such as commitment and emotional intelligence.

The relationship between commitment and performance is due to the relationship of an employee to the organization to be his determination in achieving the goals or work targets that have been set [1,2]. An employee's commitment to the organization where he works shows the breadth of effort, all the time (overtime) towards achieving goals and there is no desire to discard or reduce targets [3,4]. organizational commitment has a positive and significant effect on employee performance [5,6]. Emotional intelligence at PT Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar is very much needed after intellectual intelligence, as has been stated in cultural and religious studies forums, lack of emotional intelligence can cause people to be disturbed in using their expertise. With good performance, making employees actively support all company activities, means employees will work more productively and have a commitment to the company. Employee commitment is required by the company and is an important factor for companies in order to maintain company performance. Furthermore, the performance or results of the work carried out by employees can also be related to their commitment to the company, due to a feeling of comfort in the workplace after being able to show better work performance.

## LITERATURE REVIEW

Performance means: (1) action, execution of work, work performance, implementation of efficient work; (2) a person's achievement/achievement with respect to the task assigned to him; (3) the work of an employee, a management process or an organization as a whole, where the results of the work must be demonstrated in a concrete and measurable manner (compared to a predetermined standard); and (4) work results that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and according to morals and ethics [7,8]. Performance is defined as the record of outcomes produced on a specific job function or activity during a specific time period [9,10]. Performance is defined as a record of the outcomes resulting from a particular activity, over a certain period of time [8,11]. The work performance appraisal system according to the DP3 system as a benchmark for evaluating the performance of civil servants (PNS) confirms that the performance measurement instrument is a tool used to measure the individual performance of an employee including the following.

1. Work performance: the work of employees in carrying out their duties, both in terms of quality and quantity of work.
2. Expertise: the level of technical ability possessed by employees in carrying out the tasks assigned to them. This skill can be in the form of cooperation, communication, initiative and others.
3. Behavior: attitudes and behavior of employees that are attached to him and brought in carrying out his duties. The definition of behavior here also includes honesty, responsibility and discipline.
4. Leadership: is an aspect of managerial ability and the art of influencing others to coordinate work accurately and quickly, including decision making and prioritizing.

The elements of assessing the performance of a civil servant's work in accordance with the list of job performance appraisals (DP3) are "... loyalty, work performance, responsibility, obedience, honesty, cooperation, initiative and leadership. "

1. Loyalty  
It is the determination and ability to obey, implement and practice something that is obeyed with full awareness and responsibility. This determination and ability must be proven in daily attitudes and behavior in actions in carrying out tasks.
2. Work performance  
Is a work result that can actually be achieved by a civil servant in carrying out the tasks assigned to him. Work performance will be influenced by the skills, skills, experience, and sincerity of the civil servant concerned.
3. Responsibility  
It is the ability of a civil servant to complete the work assigned to him as well as possible and on time and dare to take risks for the decisions he takes or the actions he takes.
4. Obedience  
It is the ability of a civil servant to obey all laws and regulations and official regulations given by the authorized superior and the ability not to violate the prescribed prohibitions.

5. **Honesty**  
It is the sincerity of a civil servant in carrying out his duties and the ability not to abuse the authority given to him.
6. **Cooperation**  
Is the ability of a civil servant to work together with others in completing a specified task, so as to achieve maximum efficiency and effectiveness.
7. **Initiative**  
It is the ability of a civil servant to make decisions, take steps or carry out any necessary actions in carrying out his main duties without waiting for orders from superiors.
8. **Leadership**  
Is the ability of a civil servant to convince others so that they can be mobilized optimally to carry out their main tasks. The assessment of leadership elements is only applied to emotional civil servants

The art of building relationships with others is a social skill that supports success in socializing with other people. Without having skills, a person will have difficulty in social interaction. Social skills at its core is the art of dealing with other people's emotions is the basis for several skills, which include:

1. **Influence:** apply persuasion tactics effectively
2. **Communication:** sending messages clearly and convincingly.
3. **Conflict management:** negotiating and resolving disagreements
4. **Leadership:** being a guide and a source of inspiration.
5. **Change catalyst:** initiating, driving, or managing change
6. **Build bonds:** cultivate instrumental relationships.
7. **Collaborative and cooperative:** working with others towards a common goal.
8. **Team ability:** create synergy in working together to achieve group goals
9. Emotional skills are divided into several groups, each based on the same emotional intelligence abilities.

### Emotional Intelligence Attribution Factors

Five factors of attribution to emotional intelligence. These factors are: (1) self-awareness, (2) self-regulation, (3) self-motivation, (4) empathy and (5) social skills (social skills) [12,13]. The first attribution factor, namely self-awareness, means a person's ability to know their feelings in one-on-one situations and their ability to choose the priority of guidance in making decisions [14]. Commitment as a condition in which an individual sided with the organization and its goals and desires to maintain membership in the organization [15,16]. Organizational commitment is the degree to which employees believe and are willing to accept the goals of the organization and will remain or will not leave the organization. Referring to the several definitions described above, it can be concluded that commitment is an employee's psychological bond in the organization marked by the presence of:

1. Strong belief in and acceptance of the organization's goals and values
2. Willingness to seek to achieve organizational interests
3. Strong desire to maintain position as a member of the organization

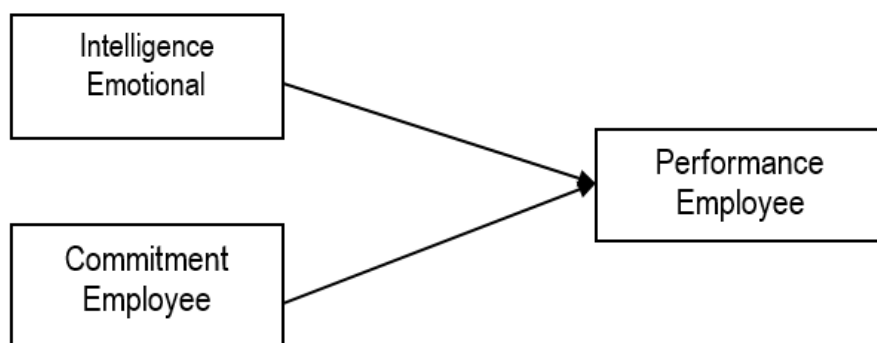


Figure 1. Research Framework

In accordance with the research objectives and based on the opinion above, the research hypothesis can be formulated as follows.

- $H_1$  : Emotional intelligence affects the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar
- $H_2$  : Commitment affects the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar
- $H_3$  : Emotional intelligence and commitment simultaneously affect the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar

## RESEARCH METHODS

### Data Analysis Tools

Emotional intelligence and commitment function as independent variables, and on the other hand, employee performance is a dependent variable whose value can be predicted by emotional intelligence and commitment. Therefore, the statistical equipment used to test the relationship between these variables is multiple linear regression with two independent variables, formulated as follows.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

Information:

- Y : Employee performance
- a : Constant
- $X_1$  : Emotional Intelligence
- $X_2$  : Commitment
- $\beta_1$  and  $\beta_2$  : Regression Coefficient  $X_1$  and  $X_2$
- e : Error Term

### Hypothesis Test

At the 95% confidence level the research hypothesis stated in  $H_1, H_2$  and  $H_3$  as in the previous chapter can be described in statistical hypotheses as follows.

First hypothesis ( $H_1$ )

$H_{o_1}$  = Emotional intelligence has no significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

$H_{a_1}$  = Emotional intelligence has a significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

Second hypothesis ( $H_2$ )

$H_{o_1}$  = Commitment has no significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

$H_{a_2}$  = Commitment has a significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

Third hypothesis ( $H_3$ )

$H_{o_3}$  = Emotional intelligence and commitment simultaneously have no significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

$H_{a_3}$  = Emotional intelligence and commitment simultaneously have a significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

First hypothesis testing ( $H_1$ ) and *hipotesis second* ( $H_2$ ) using statistical t-test equipment, with the following conditions. If the value of t arithmetic > t table then the hypothesis  $H_o$  rejected and vice versa hypothesis  $H_a$  accepted which means that partially emotional intelligence and commitment have a significant effect on the performance of employees of PT. Angkasa Pura II Sultan Iskandar Muda Airport, Aceh Besar.

## RESULTS

### Validity Test Results

Employee performance variables consist of 13 (thirteen) statement items symbolized by A1, A2, A3 to A13. The calculated r value for the first statement item (A1) shows a number of 0.374. This number is greater than the value of r table at  $n = 101$  indicates a number of 0.194. Because the calculated r value  $>$  r table ( $0.374 > 0.194$ ), the statement item A1 is declared valid. The calculated r value for the second statement item (A2), up to the thirteenth statement item (A13) is also greater than the table r value.

Table 1. Validity Test Results

No	Variable	Statement Items	R Nilai value Count	R Nilai value Table (n=101)	Information
1	Performance Employee	A1	0,734	0,194	Valid
		A2	0,671	0,194	Valid
		A3	0,660	0,194	Valid
		A4	0,591	0,194	Valid
		A5	0,639	0,194	Valid
		A6	0,760	0,194	Valid
		A7	0,759	0,194	Valid
		A8	0,681	0,194	Valid
		A9	0,444	0,194	Valid
		A10	0,582	0,194	Valid
		A11	0,642	0,194	Valid
		A12	0,709	0,194	Valid
		A13	0,768	0,194	Valid
2	Intelligence Emotional	B1	0,686	0,194	Valid
		B2	0,728	0,194	Valid
		B3	0,647	0,194	Valid
		B4	0,448	0,194	Valid
		B5	0,564	0,194	Valid
		B6	0,689	0,194	Valid
		B7	0,738	0,194	Valid
		B8	0,682	0,194	Valid
		B9	0,709	0,194	Valid
		B10	0,642	0,194	Valid
		B11	0,406	0,194	Valid
		B12	0,555	0,194	Valid
		B13	0,667	0,194	Valid
		B14	0,731	0,194	Valid
3	Commitment Employee	C1	0,602	0,194	Valid
		C2	0,518	0,194	Valid
		C3	0,584	0,194	Valid
		C4	0,642	0,194	Valid
		C5	0,733	0,194	Valid
		C6	0,569	0,194	Valid
		C7	0,502	0,194	Valid

Source: Primary Data (processed), 2022

### Reliability Test Results

The results of the questionnaire reliability test for the four research variables showed that the Cronbach alpha value was 0.897 for the employee performance variable, 0.890 for the emotional intelligence variable and 0.719 for the commitment variable as shown in the table.

Table 2. Questionnaire Reliability Test Results

No	Variable	Amount Items	Mark Alpha	Information
1	Performance	13	0,897	Reliable
2	Emotional intelligence	14	0,890	Reliable
3	Commitment	7	0,719	Reliable

Source: Primary Data (Processed), 2022.

Table 3. Employee Frequency Distribution Based on Level of Agree To Statements Related to Commitment

Statement	Frequency					Average
	Very No Agree	Don't agree	Disagree	Agree	Strongly agree	
1) Through carrying out your duties as an employee, you want to give the best for PT Angkasa Pura II	-	-	5	56	40	4,350
2) For you, PT Angkasa Pura II can be proud as one of the companies you work for.	-	-	8	68	25	4,170
3) You want to accept all the tasks assigned to you.	-	-	5	58	38	4,330
4) The value system (things) that are considered good in this company, as well as the value system that is in you.	-	1	30	52	18	3,860
5) For you, PT Angkasa Pura II is the best choice as a place to work.	-	1	15	62	23	4,060
6) You have a concern for the future of PT Angkasa Pura II in the future.	-	-	13	53	35	4,220
7) For you, PT Angkasa Pura II is the best choice among other similar companies (BUMN).	-	1	9	56	35	4,240
Average						4,174

Source : Primary Data (Processed), 2022.

Table 4. SPSS Output Part Showing Regression Coefficient Value Each Independent Variable Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity statistics	
	B	Std. error	Beta			Tolerance	VIF
1. (Constant)	.041	.315		.131	.896		
employee commitment	.176	.079	.162	2.213	.029	.668	1.497
emotional intelligence	.836	.087	.702	9.603	.000	.688	1.497

a. Dependent Variable: Employee performance

Source: Primary Data (Processed), 2022.

Table 5. SPSS Output Part Showing the Correlation Coefficient (R) Value  
 And Determinant Coefficient Value ( $R^2$ )  
 Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of The Estimate	Durbin-Watson
1	.806 <sup>a</sup>	.650	.643	.27568	2.344

a. Predictors : (constant), Employee Commitment, Emotional Intelligence

b. Dependent Variable: Employee performance

Source: Primary Data (Processed), 2022.

Table 6. Summary of Hypothesis Testing

Test Form	Statistical Value			Information
	F count	Sig	F table	
Simultaneous testing	91,007	0,000	3,089	Both variables have a significant effect (hypothesis $X_a$ accepted, hypothesis $X_0$ rejected).
Partial Test	T count	.	T table	
Emotional Intelligence	2,213	0,029	1,984	Emotional intelligence has a significant effect
Commitment	9,603	0,000	1,984	Performance has a significant effect

Source: Primary Data (Processed), 2022.

## CONCLUSION

1. Emotional intelligence and commitment have a positive effect on the performance of PT Angkasa Pura II employees at Sultan Iskandar Muda Airport, Aceh Besar. The higher the emotional intelligence of an employee, the higher their commitment or sense of connection to the company. On the other hand, employees with relatively low emotional intelligence will have relatively low commitment to the company. Likewise with commitment, the better an employee's commitment to the company, the higher the employee's performance. On the other hand, employees with relatively low commitment to the company will have relatively low performance.
2. The results of statistical testing show the value of F arithmetic > F table and the t arithmetic value of each variable is greater than the value of t table. Thus, it can be concluded that simultaneously and partially emotional intelligence and commitment have a significant effect on the performance of PT Angkasa Pura II employees at Sultan Iskandar Muda Airport, Aceh Besar. Increased emotional intelligence of employees can significantly improve the performance of the company's employees. Likewise with commitment, increased commitment can also significantly improve the performance of PT Angkasa Pura II employees at Sultan Iskandar Muda Airport, Aceh Besar.

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