

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL COMMITMENT

**Bestadrian P Theng¹, Agus Susanto², Darwan Tanady³, Arifin Assaly⁴,
Arifin Djakasaputra⁵**

^{1,2,3,4} Institut Bisnis Informasi Teknologi Dan Bisnis, Indonesia

⁵ Universitas Tarumanagara, Indonesia

Corresponding Authors: arifind@fe.untar.ac.id

Abstract - *Employees are one of the important elements in every organization. Without employees, it will be difficult for organization to achieve their goal in this tight business competition. Based on the initial data that obtain in this research, it is know that there is a employees turnover every year in CV. Makmur Jaya Medan. One of the factors is due to employees in this company have a low emotional intelligence and can't commit in one organization for long term. Therefore, the problem of this research is to find "Is there relationship between emotional intelligence and organizational commitment at CV. Makmur Jaya Medan?"*.

Emotional Intelligence generally assumed as an individual capability to recognize its own emotion and others, but it can become influential tools in the Human Resource (H.R.) for managing employees. Emotional Intelligence can motivate employees to become aware with themselves, capable in taking responsibility of their own work and become more commit towards the organization.

In this research, the writer use census sampling which takes all 39 employees as a respondent. The method of collecting data is based on primary data and secondary data. In analyzing questionnaires, the writer use validity test, reliability test, statistic test, correlation test, determination test, normality test, linear regression, and hypothesis test to analyze the questionnaires.

The result of this research is that emotional Intelligence has a 64.9% relate towards organizational commitment based on determination test at CV. Makmur Jaya Medan. Z counted $\geq +Z$ table ($4.975 \geq 1.96$), means the Null hypothesis (H_0) is rejected and the Alternative hypothesis (H_a) is accepted.

In conclusion, the writer would like to give recommendation for the company's leader to become flexible leader, listen to the employees, giving a clear feedback and respect to his employees. With that, the employees will feel that they still have value in this company.

Keywords: *Emotional Intelligence, Organizational Commitment*



1. INTRODUCTION

In the era of globalization now days, there are many companies that are facing with various problem that can make them become failed in performing their business. Either due to an inability to adapt to technological advances or caused by deficiencies in the work of the human resources that exist in the company, where human resources must be recognized is an important factor that determines the success of a company. The company is impossible apart from human resources, although the activity of companies that already have substantial capital and modern technology, because after the rapid advancement of technology without supported by humans as resources, the company's goals will not be achieved, and thus human resources is vital for given direction and guidance of the company's management in general and human resource management. Employees are important element in the organization, where the employees play an important role to carry out activities to achieve company goals. Without employees, it will be difficult for the organization to achieve an intended purpose, especially in tight business competition. Regarding the importance of human resource in role, management, and employment to squeeze employee's enthusiasm, the company should fulfill some criteria from concept application and the right human resource technical management, such as improving emotional Intelligence.

According to Coleman (2008), Emotional Intelligence (E.I.) refers to the capability of individuals to recognize their own and other people's emotions, discern between different feelings and label them appropriately. Individuals with high emotional Intelligence usually show more positive social functioning when in a relationship, have productive thinking, are less conflictual, and are motivated to commit with his or her own goal. An individual with high E.I. can work in teams, adjust to change, and be flexible in an organization. Nowadays, people are busy with their activity, making them not realize how important their E.I. is in their daily activity. Likewise, Abraham (2000) found that emotional Intelligence has a strong relationship with organizational commitment. In contrast, Wong & Law (2002), showed that emotional Intelligence did not associate significantly with organizational commitment. Guleryuz et al. (2008) found that emotional Intelligence does not have a significant direct path on organizational commitment. But job satisfaction was a mediator between emotional Intelligence and organizational commitment. Study Aghdasi et al. (2011) The study results indicate that emotional intelligence does not, directly and indirectly, affect occupational stress, job satisfaction, and organizational commitment. Study (Shafiq & Rana, 2016) findings revealed a significant emotional intelligence relationship to organizational commitment. Organization as a system of behavior includes input, process, and output. A group of people, facilities, and infrastructure can be used as input for the next process. (Djakasaputra & Pramono, 2020). Organizational commitment means employee's positive or negative attitudes toward the organization as a whole, not their specific job in that organization. Employees with a positive and effective solid commitment to the organization perform better than those with lower levels of affective commitment. According to Robbins and Judge (2013), A committed employee is very faithful to his organization, and how the employee identifies himself or herself is from membership of the organization. Emotional Intelligence is an essential thing to consider when they want their employees to make a positive contribution to achieve the company's goal. Because of the E.I., an employee will have a high passion in carrying out the task assigned to him or her. To increase employee's commitment, one of the most effective ways is having a high E.I. leader. CV. Makmur Jaya Medan finds that there are problems with the employee's

commitment. The employees are not motivated to work hard because they feel negative emotions from the other co-workers such as disappointment, angry. Those whom experience negative emotions often have negative perceptions which make the employees feel not appreciated and uncomfortable. These also will result low trust between employees which can hinder their teamwork when they are performing on the same task. When conflict happen, the employees become unable to control their emotion which resulting uncontrolled outbursts and rash split-second reactions. In the end, one of them decides to quit from the company. There is always a factor that hinders the employees' work performance such as being shy to ask for guide or not confident doing their job, but they choose to avoid rather than face it. With this kind of situation, the organization will also have a negative impact such as slow productivity.

Due to slow productivity, the customers begin to complain about the uncertain time when the goods will be delivered. This makes the company reputation become bad and sooner the company will lose the customer.

Table 1 Total Employee Turnover

Total Employees Turnover	
Year	Employees
2013	1
2014	2
2015	2
2016	4

Source: CV. Makmur Jaya Medan (2017)

From table above, it can be seen that there is significantly increasing in a number of employee's turnover in 2013 - 2016. It indicates that the employees have a low commitment when performing their job which result the employees quit from the company. There are a lot of factors that can impact employee's commitment. One of the factors is due to their lack of E.I.

Based on the preliminary interview, there are some employees which are often involved in conflict. Even though they work in same division but the reason why there are conflicts between them is about their opinion. There is an employee tell that his co-worker couldn't work together with other employees. Turns out that he is a shy type person and pessimistic even though he has been working for almost 1 year. There is also an employee tell that her former co-worker always makes mistakes in her work. She knew that she makes the mistake but still doing the same mistakes after receiving a guide from supervisor to correct her problem and finally she decide to quit from the company. Based on the background of the study above, the problem identification can be formulated as follows: Is there any relationship between employee's emotional Intelligence with their commitment in CV. Makmur Jaya Medan? The purpose of in doing the research is to know the relationship between employees' emotional Intelligence and organizational commitment at CV. Makmur Jaya Medan

2. LITERATURE REVIEW

In 1990 theory of Emotional Intelligence was presented by Salovey and Mayer (Mayer, 1990). They defined Emotional Intelligence as the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and regulate emotions to promote emotional Intelligence and intellectual growth. In 1997 the ability model of Emotional Intelligence was presented by Mayer and Salovey (Mayer, 1997). The ability model of E.I. consists of four components; first self-emotion appraisal, second others, emotions appraisal, third regulation of emotions and fourth is use of emotions (Law & Wong, 2004; Wong, & Law, 2002).

Many researchers argued a significant and positive relationship between Emotional Intelligence and organizational commitment (Abraham, 2000; Mark et al., 2017; Nikolaou , 2002). The researcher also stated that E.I. is a key factor in increasing employee's organizational commitment (Gardner, 2003). There is a positive and significant relationship between Emotional Intelligence and organizational commitment (Carmeli, 2003). Study Bagus & Astika (2019) stated that Organizational commitment and emotional intelligence show weakening the positive influence of role stress on turnover intentions. Study Naderi Anari (2012) As predicted, emotional intelligence leads to job satisfaction and well-being, with positive path relationships leading to employee engagement and organizational commitment, affecting turnover intentions. According to Fu (2014), emotional intelligence had a significant positive impact on the ethical behavior of respondents and rganizational commitment also had a significant positive effect on moral behavior

Based on the above arguments, we propose that: Emotional Intelligence has a positive impact on organizational commitment

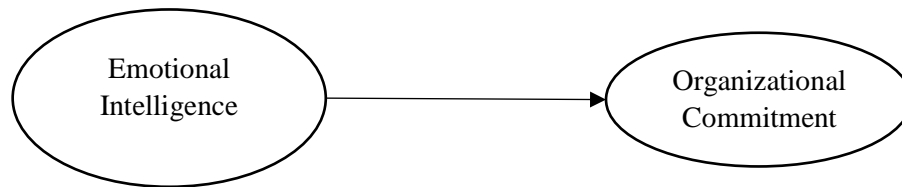


Figure 1 . Theoretical Framework

3. RESEARCH METHOD

This study was a descriptive survey in nature. No manipulation was involved, and the facts were reported as they were determined due to the survey. The writer used descriptive research, which is a study of problems based on points from the population. In this research design, the writer also uses correlation research by gathering necessary information with interviews and questionnaires. Correlation research is the form of analysis that correlates one variable with another to determine a relationship between them. The total population in CV. Makmur Jaya Medan is 42 employees. But three employees haven't stayed for one year and can't be considered to have committed to their job. Therefore, in this case, the writer took 39 employees as the population. The sampling method used in census sampling is collecting data from the whole population as a sample.

Bryman & Bell (2011) stated that The operational definition is thus a measurement definition. It defines how we will ensure someone or something to determine the subjects' score

on a variable. The operational variable for emotional Intelligence consists of self-assessment, teamwork and collaboration, optimism, service orientation. The operational variable for organizational commitment consists of affective commitment, continuance commitment, normative commitment. The measurement is by using the Likert Scale 1= strongly disagree - 5 = strongly agree. The data analysis method that the writer uses is the Statistical Analysis Method. Statistical Analysis Method consists of the following validity test, reliability test, descriptive test, normality test, correlation test, determination test, linear regression test, hypothesis test.

4. RESULT AND DISCUSSION

After the employees of CV already filled the questionnaires. Makmur Jaya Medan, the writer, collected the questionnaires and classified the respondents' identification based on their gender, age, and education level. The classification of the respondent's identification can be seen in the following tables.

Table 1. Respondents Based on Gender

Characteristics		Total Respondents	Percentage (%)
Gender	Male	20	51.28
	Female	19	48.72
Total		39	100

Sources: Processed Data (2020)

From the table above, the numbers of respondents in this study are male respondents as many as 20 people with the percentage of 51.28%, and female respondents as many as 19 people with the percentage of 48.72%.

Table 2. Respondents Age

Characteristics		Total Respondents	Percentage (%)
Age	<30	4	10.26
	30-39	8	20.51
	40-50	18	46.15
	>50	9	23.08
Total		39	100

Sources: Processed Data (2020)

Based on the table above, it can be seen that 10.26% of respondents were <30 years old, 20.51% of respondents were 30-39 years old, 46.15% of respondents were 40-50 years old, and 23.08% of respondents were >50 years old.

Table 3. Respondents Education Level

Characteristics	Table Respondents	Percentage (%)
-----------------	-------------------	----------------

Education level	Never graduated from primary or never go to school	12	30.77
	Primary School	18	46.15
	Junior High School	7	17.95
	Senior High School	2	5.13
Total		39	100

Sources: Processed Data (2020)

Based on the table above, it can be seen that respondents who never graduated from primary school or never go to school were 30.77% of the respondents, respondents who had completed their education level until primary school were 46.15%, respondents who had completed their education level until junior high school were 17.95%, and respondent who had completed their education level until senior high school were 5.13%.

The writer will use 20 people not from the sample size to determine how valid the questionnaires are. The test result question the validity of each variable on the research instrument can be seen in the summary table as follows

Table 4. Validity of Variable X (Emotional Intelligence)

Questions	Validity	Notes
1	0.538	Moderate
2	0.532	Moderate
3	0.451	Moderate
4	0.539	Moderate
5	0.446	Moderate
6	0.612	High
7	0.572	Moderate
8	0.536	Moderate

Sources: Processed Data (2020)

Table 5. Validity of Variable Y (Organizational Commitment)

Questions	Validity	Notes
1	0.806	High
2	0.851	Very High
3	0.622	Very High
4	0.465	Moderate
5	0.535	Moderate
6	0.634	Very High

Sources: Processed Data (2020)

After all, questions are valid, the writer uses SPSS to test the reliability of questionnaires.

Test of reliability is used to know the consistency and stability of the measuring instruments. This reliability result can be seen in below:

Table 6. Reliability Statistics

Cronbach's Alpha	N of items
.717	14

Sources: Processed Data (2020)

To check whether the questionnaires are reliable or not, the writer needs to check the reliability test scale. The reliability test the writer got is 0.717 is located at the scale of $0.60 \leq a \leq 0.80$; this means the questionnaires have acceptance reliability

Table 7. Descriptive Statistics Variable X

Statistics		
Variable X (Emotional Intelligence)		
N	Valid	39
	Missing	0
Mean		29.28
Median		29.00
Mode		31

Sources: Processed Data (2020)

Mean of Variable X is 29.28, which means that the average of respondents' answer is in the range of agree. Meanwhile, the median is 29, which means that the middle value of the respondents' answer is in the range of agree, and the mode is 31 which means that most of respondents' answer is in the range of agree.

Table 8. Descriptive Statistics Variable Y

Statistics		
Variable Y (Organizational Commitment)		
N	Valid	39
	Missing	0
Mean		18.05
Median		19.00
Mode		20

Sources: Processed Data (2020)

Mean of Variable Y is 18.05, which means that the average of respondents' answer is in the range of moderate. Meanwhile, the median is 19, which means that the middle value of the respondents' answer is

in the range of moderate, and the mode is 20, which means that most of respondents' answer is in the range of moderate

Normality test is used to know whether the data is in normal distribution data. The normality test is done with Kolmogorov Smirnov test that can be presented as follows:

Table 9. Normality Test
One Sample Kolmogorov-Smirnov Test

		Variable X	Variable Y
N		39	39
Normal Parameter ^{a,b}	Mean	29.28	18.05
	Std Deviation	3.308	4.889
Most Extreme Differences	Absolute	.098	.167
	Positive	.098	.087
	Negative	-.083	-.147
Kolmogorov-Smirnov Z		.827	.529
Asymp.Sig (2-tailed)		.764	.468

a. Test distribution is Normal.

b. calculated from data.

Sources: Processed Data (2020)

The result shows that respondents' response to the emotional intelligence questionnaire is in normal distribution because the significant value is 0.764 higher than 0.05. Data of respondents' responses from the organizational commitment questionnaire is normal because the significant value is 0.468 higher than 0.05.

A correlation test is used to know the strength of the relationship between the independent variable (emotional Intelligence) and the dependent variable (organizational commitment). To measure how strong the effect of variable X (emotional Intelligence) and variable Y (organizational commitment), the writer uses SPSS to calculate the correlation coefficient of variable X towards Variable Y as shown below:

Table 10. Correlation Test between Emotional Intelligence and Organizational Commitment

Correlations

		Variable X	Variable Y
Variable X	Pearson Correlation	1	.806**
	Sig. (2-tailed)		.040
	N	39	39

Variable Y	Pearson Correlation	.806**	1
	Sig. (2-tailed)	.040	
	N	39	39

** . Correlation is significant at the 0.01 level (2-tailed).

Sources: Processed Data (2020)

From the correlation calculation result, it can be seen that the correlation of variable X (emotional Intelligence) towards variable Y (organizational commitment) is 0.806, which means emotional Intelligence has a strong correlation towards organizational commitment at CV. MakmurJaya Medan.

A determination test measures emotional Intelligence as an independent variable and organizational commitment as the dependent variable. The determination test can be calculated by using a correlation coefficient that already been calculated in the previous analysis. The writer uses SPSS to calculate the determination, which had shown in below

Table 11. Calculation of Coefficient of Determination (Variable X and Y)

Model Summary

Model	R	R Square	Adjusted R Square	Std Error of the Estimate
1	.806 ^a	.649	.621	1.5054

a. Predictors: (Constant), Variable X

Sources: Processed Data (2020)

It can be shown that the effect of emotional Intelligence on organizational commitment is high. Coefficient determination is 64.9% means that emotional Intelligence affects organizational commitment. Other factors impact the remaining 35.1%.

Linear regression is used to determine how to pattern the relationship between emotional Intelligence and organizational commitment. The writer uses SPSS to calculate the result. The result is shown below:

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	13.389	.819		1.353	.028
	Variable Y	.214	.033	.806	.784	.012

- a. Dependent Variable: Variable X
Sources: Processed Data (2020)

From the result, it can be seen that a (constant) is 13.389 and b (coefficient of linear regression) is 0.214; based on this, then the equation for linear regression is as follow: $Y=a+bx$

$$Y=13.389+0.214x$$

Therefore, if:

$X=0$, then $Y=13.389+0.214(0)= 13.389$ $X=1$, then $Y=13.389+0.214(1)= 13.603$ $X=2$, then $Y=13.389+0.214(2)= 13.817$ $X=3$, then $Y=13.340+0.214(3)= 13.982$ $X=4$, then $Y=13.340+0.214(4)= 14.196$

And so on. The coefficient of linear regression of 0.214 shows that y will increase as much as 0.214 with every unit increased to x.

From the calculation above, the writer got Zcount equal to 4.975, while the Ztable is 1.96 since the confidence level is 95%. From this, we can see that Z counted $\geq +Z$ table ($4.975 \geq 1.96$), which means that H_0 is rejected and H_a is accepted. The writer can conclude that there is a relationship between emotional intelligence and organizational commitment CV. Makmur Jaya Medan.

From the calculations, the writer summarises the results and analysis as follows: From the validity test results, the validity results of variable X (emotional intelligence) and variable Y (organizational commitment) valid. The reliability test of the questionnaires is 0.717 is located at the scale $0.60 \leq 0.717 \leq 0.80$, so the questionnaires have acceptance reliability.. From the calculation of the correlation coefficient between variable X (emotional intelligence) and variable Y (organizational commitment), the writer got the result of 0.806, which means emotional intelligence strongly correlates with organizational commitment at CV. Makmur Jaya Medan. From the calculation of normality, the significant or probability value for emotional intelligence is 0.764 and for organizational commitment is 0.468. 0.764 and 0.468 are greater than 0.05 which means the data are normal. The result from test of determination shows that there is 64.9% of organizational commitment affected by emotional intelligence and remaining 35.1% affected by other factors. From the calculation of linear regression, the writer got an equation for variable X (emotional intelligence) and variable Y (organizational commitment) when emotional intelligence ($x=0$), the organizational commitment is 13.389. When emotional intelligence ($x=1$), the organizational commitment is 13.603. Increase in 0.214, and so on. This means, if employees improve their emotional intelligence, their commitment toward organization will increase. From the calculation of the Hypothesis, the Zcount is 4.975 and as Z counted $\geq +Z$ table ($4.975 \geq 1.96$), H_0 rejected and H_a is accepted, this means that emotional intelligence has a relationship with organizational commitment CV. Makmur Jaya Medan.

5. CONCLUSION

From result of the research, the conclusion of this research is that emotional intelligence has relationship with organizational commitment at CV. Makmur Jaya Medan. It can be proved from the result of determination test, which allow 64.9%, means that emotional intelligence relate as much as



64.9% towards organizational commitment at CV. Makmur Jaya Medan. Based on the conclusion mentioned above, the writer would like to give recommendation and inputs that can improve the employee commitment in company at CV. Makmur Jaya Medan as follows: Most of the respondents are disagree that it would be hard for them to leave the company even if they want to, which indicates that the employees can leave the company when they feel they want. Therefore, the leader can give them a suggestion to ensure that they stay loyal to the company such as giving them a time-challenge work with bonus, giving them respect or tell the employees that they do make a steady progress work and not labeled as poor-performance worker in this company. Most of the respondents are giving moderate answer about their value in the company which can be taken as precaution for CV. Makmur Jaya that the some of the employees are showing the sign that they don't feel a value anymore when working in here. The employees can easily quit from the job when they feel they want. The writer recommends that the leader can try to ask some of the employees to share their ideas and listen to them, the leader can also spare some of his time to engage more toward his employees, so that the employees themselves feel that they still have their own value in this company. As a leader of CV. Makmur Jaya Medan, the leader himself must be a flexible person, listen to the employees, giving a clear feedback and honest criticism, and maintain neutrality at the workplace. When the leader himself busy with his job and isn't always available for his employees, the supervisor can become substitute for the leader. The writer suggests that the leader should teach the supervisor more about how to know and handle the employees.

REFERENCES

- Abraham, R. (2000). *The role of job control as a moderator of emotional dissonance and emotional intelligence_outcome relationships. The Journal of Psychology, 134(2), 169-1.*
- Aghdasi, S., Reza, A., & Naveh, A. (2011). Emotional Intelligence and Organizational Commitment : Testing the Mediatory Role of Occupational Stress and Job Satisfaction. *Procedia - Social and Behavioral Sciences, 29, 1965–1976.* <https://doi.org/10.1016/j.sbspro.2011.11.447>
- Bagus, I., & Astika, P. (2019). *Ability of Organizational Commitment and Emotional Intelligence Moderating Effect of Role Stress on Turnover Intention. 6(4), 44–53.*
- Bryman, and B. (2011). *Research Methods for Business students. Third Edition. England : Pearson Higher Education, Inc.*
- Carmeli, A. (2003). *The Relationship between Emotional Intelligence and Work Attitudes, Behaviour, and Outcomes: An Examination among Senior Managers. Journal of Managerial Psychology 18: 788-813.*
- Coleman, A. (2008). *A Dictionary of Psychology. Third Edition. Great Britain : Oxford University Press.*
- Djakasaputra, A., & Pramono, R. (2020). *Organization Culture Congruence , Interpersonal Communication and Motivation as Predictors for Employee Performance. 4816, 4816–4822.*
- Fu, W. (2014). The Impact of Emotional Intelligence, Organizational Commitment, and Job Satisfaction on Ethical Behavior of Chinese Employees. *Journal of Business Ethics, 122(1), 137–144.* <https://doi.org/10.1007/s10551-013-1763-6>
- Gardner L, S. C. (2003). *Assessing the relationship between workplace emotional intelligence, job satisfaction and organisational commitment. Australian Journal of Psychology 55: 124.*
- Guleryuz, G., Guney, S., Aydin, E.M., & Asan, O. (2008). *The mediating effect of job satisfaction between emotional intelligence and organizational commitment of nurses: A questionnaire survey. International Journal of Nursing Studies, 45, 1625-1635.*
- Law KS, Wong CS, S. L. (2004). *The construct and criterion validity of emotional intelligence and its potential utility for management studies. Journal of Applied Psychology 89: 483-496.*



- Mark, J. A., Akhtar, M. W., Shabir, A., Safdar, M. S., & Akhtar, M. S. (2017). *Impact of Emotional Intelligence on Turnover Intentions: The Role of Organizational Commitment and Perceived Organizational Support*, *Journal of Accounting*, 6(4). <https://doi.org/10.4172/2168-9601.1000259>
- Mayer, J. D. (1990). *Emotional intelligence, Imagination, Cognition and Personality*, 9(3), 185–211. <https://doi.org/10.2190/DUGG-P24E-52WK-6CDG>
- Mayer JD, S. P. (1997). *What is emotional intelligence? In: Salovey P, Sluyter D editors. Emotional development and emotional intelligence, pp: 3-31.*
- Naderi Anari, N. (2012). Teachers: emotional intelligence, job satisfaction, and organizational commitment. *Journal of Workplace Learning*, 24(4), 256–269. <https://doi.org/10.1108/13665621211223379>
- Nikolaou I, T. I. (2002). *Emotional intelligence in the workplace: Exploring its effects on occupational stress and organizational commitment. The International Journal of Organizational Analysis 10: 327-342.*
- Purwanto, A., Purba, J.T, Bernarto, I., Sijabat, R. (2021). The Role of Transformational Leadership, Organizational Citizenship Behaviour, Innovative Work Behaviour, Quality Work Life, Digital Transformation and Leader Member Exchange on Universities Performance. *Linguistica Antverpiensia*.2021(2).2908-2932
- Purwanto, A., Purba, J.T, Bernarto, I., Sijabat, R. (2021). Pengaruh Servant, Digital dan Green leadership Terhadap Kinerja Industri Manufaktur Melalui Mediasi Komitmen Organisasi, *Jurnal Riset Inspirasi Manajemen dan Kewirausahaan* Volume 5 No. 1 Edisi Maret 2021 Hal 1-13, DOI : <https://doi.org/10.35130/jrimk>
- Purwanto, A., Purba, J.T, Bernarto, I., Sijabat, R. (2021). Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business. *Jenius*, 4(3), 256-262. <http://dx.doi.org/10.32493/JJSDM.v4i3.10454>
- Purwanto, A., Purba, J.T, Bernarto, I., Sijabat, R. (2021). EFFECT OF TRANSFORMATIONAL LEADERSHIP, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENTS ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR. *Inovbiz: Jurnal Inovasi Bisnis* 9 (2021) 61-69
- Purwanto, A., J. T. Purba, I. Bernarto, and R. Sijabat. 2021. Effect of Management Innovation, Transformational leadership and knowledge sharing on Market Performance of Indonesian Consumer Goods Company. *Jurnal Aplikasi Manajemen*, 19(2), 424–434. Malang: Universitas Brawijaya. <http://dx.doi.org/10.21776/ub.jam.2021.019.02.18>.
- Robbins, S.P. and Judge, T. A. (2013). *Organisational Behaviour. Fifteenth Edition. United States of America : Pearson High Education, Inc.*
- Shafiq, M., & Rana, R. A. (2016). *Relationship of Emotional Intelligence to Organizational Commitment of College Teachers in Pakistan*. 62, 1–14.
- Wong, C-S., & Law, K. S. (2002). *The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. The Leadership Quarterly*, 13, 243-274.