



## The Influence of Job Involvement, Leader Member Exchange (LMX), and Emotional Intelligence on Employee Performance Through Organizational Commitment at Serambi Indonesia

T. Nasharul Julianda<sup>1</sup>, Hafasnuddin<sup>2</sup>, T. Meldi Kesuma<sup>3\*</sup>

Universitas Syiah Kuala

**Corresponding Author:** T. Meldi Kesuma [teukumeldi@usk.ac.id](mailto:teukumeldi@usk.ac.id)

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### ABSTRACT

A mass media organization's ability to succeed is largely dependent on its workforce. Excessive job targets encourage productivity and follow rules, which can cause feelings to rise and negatively impact performance and relationships among coworkers. Through organizational commitment at the Serambi Indonesia office, the goal of this research is to ascertain the impact of job involvement, LMX (Leader-Member Exchange), and emotional intelligence on staff performance. Questionnaires are used to gather data for this quantitative study design. 62 Serambi Indonesia workers make up the sample. Probability sampling is the sample method employed. Using the SmartPLS application as assistance, data analysis techniques include the outer and inner models. As demonstrated by the findings, job participation significantly and favorably affects organizational commitment and worker performance. Performance and organizational commitment from employees are unaffected by LMX. On organizational commitment, emotional intelligence has a favorable and substantial impact. There is no relationship between emotional intelligence and worker performance. Employee performance is significantly and favorably impacted by organizational commitment. Through organizational commitment, work involvement and emotional intelligence impact performance. Organizational commitment made by LMX has no effect on worker performance

## INTRODUCTION

The growth and development of mass media are becoming increasingly multifaceted, entering a phase of significant transformation. This rapid progression, driven by the media's exceptional influence on societal outcomes, often appears to be accelerating at an unprecedented pace. The success of mass media enterprises is heavily reliant on the quality of their human capital. To fulfill the demand for content, individual performance targets are rigorously established. These elevated targets necessitate enhanced productivity, which may heighten emotional stress, potentially affecting both interpersonal dynamics among employees and their overall job performance.

The following are the ranks of publisher organizations in the digital business as of June 2023, based on the total number of Unique Visitors, according to data provided by the Indonesia Digital Association and reported by Liputan6.com:

Table 1. Publisher Group Leaderboard Rank

No.	Media Name	Total Unique Visitors
1	KG Media	69.371.084
2	Kapanlagi Youniverse	51.389.642
3	Detik Network	44.171.764
4	MNC Portal Media	34.965.696
5	Pikiran Rakyat Media Network	33.213.207
6	Arkadia Digital Media	23.411.313
7	IDN Media	21.747.617
8	Dynamo Media Network	20.929.135
9	Alodokter	20.178.078
10	The Viva Network	13.168.617

Source: Liputan6.com, By 2024

This data provides insights into the competitive landscape of digital media in Indonesia, with KG Media leading the market in terms of audience reach, followed by Kapanlagi Youniverse and Detik Network. These rankings reflect the diverse strategies employed by different media groups to attract and engage unique visitors, highlighting the significance of digital presence in the modern media industry. The table serves as a critical benchmark for analyzing market positioning and the effectiveness of digital content strategies among Indonesia's top media publishers.

The data indicates that KG Media, affiliated with Serambi Indonesia, stands out as the company with the highest number of unique visitors. This notable achievement underscores the importance of strong employee performance, which plays a critical role in driving such success. Employee performance refers to the outcomes achieved by individuals in alignment with their assigned roles or tasks within an organization over a specified period, and it is typically evaluated against predefined standards or benchmarks. The success

of KG Media in attracting a substantial audience is likely a direct result of the effective and efficient performance of its workforce.

KG Media has successfully penetrated the Indonesian market, reaching 61% of the digital media audience, which equates to 54.52% of the total Indonesian population. This extensive reach is further amplified by one of its subsidiaries, Tribun Network, which attracts 87 million active visitors each month and generates 443 million pageviews. KG Media's extensive network includes 35 local print newspapers and 122 websites distributed across Indonesia. Among its notable publications is *Serambi Indonesia*, a local newspaper with a rich history dating back to its establishment in 1989, now marking 35 years of continuous operation. This extensive media presence highlights KG Media's pivotal role in the Indonesian media landscape, driven by a robust and expansive infrastructure.

Observations at the *Serambi Indonesia* office reveal that employees are experiencing an increase in work targets, driven by the intensifying competition in the digital era and regulatory updates from third-party platforms such as Google, YouTube, and Facebook. Additionally, the shift towards digital media has significant implications for *Serambi Indonesia*'s print newspaper, which faces a declining readership and is anticipated to gradually pivot towards a digital focus in the coming years. These evolving dynamics have led to increased pressure on employees, particularly in meeting daily work targets and maintaining performance standards, ultimately impacting their overall job performance.

## **LITERATURE REVIEW**

### **Employee Performance**

Employee performance can be defined as the extent to which each employee contributes to achieving the organization's vision and mission. The employee's abilities, drive, and the existence of a positive work environment all affect this performance (Fadlilah & Trihudyatmanto, 2023). According to Purwanto et al., (2021), Employee performance should be evaluated to align career development opportunities with employees' strengths and weaknesses. This assessment facilitates informed decisions regarding salary adjustments, promotions, and behavioral evaluations, thereby supporting both individual growth and organizational goals. A corporation bases its performance appraisal process on the idea that the organization needs an impartial mechanism of evaluation. Furthermore, by using performance appraisals, senior managers can acquire a basis for remuneration that is objective and based on the contributions made by each responsibility center to the overall success of the business. All of this is meant to create stimulation and motivation for each component to function more effectively and efficiently.

### **Organizational Commitment**

Organizational commitment, according to Ragil & Tristiana Riyanti, (2023), is an attitude that signifies employee loyalty to the organization. It represents a continuous process wherein employees demonstrate their dedication and concern for the organization's success and advancement. According to McShane and Von Glinow in Maryance, (2020), Organizational commitment can be influenced by factors such as perceived justice and support, alignment of values, trust, organizational understanding, and employee engagement. When employees are committed to the organization, they will give it their all at work. A high commitment to the organization means that one will typically be cooperative and willing to lend a hand. Organizational commitment also influences employees' decisions to stay with the company or to quit and explore for other employment opportunities. Here, turnover is either voluntary or involuntary. Employees leave the company voluntarily when they choose to, but employees are dismissed by the company for a variety of reasons when they leave involuntarily.

### **Job Involvement**

Employee work involvement is defined as the degree to which an individual identifies with their job and actively engages in it (Lambert et al, 2021). Work involvement is crucial for an employee's self-esteem, as high levels of work involvement often lead to a sense of being valued. In other words, work involvement reflects an employee's commitment to their job. This commitment is characterized by a strong concern for the work, a psychological attachment to the tasks performed, and a firm belief in their ability to complete the job effectively, as noted by Mirda & Prasetyo, (2022). A person who is engaged in work and considers work to have an important role in his life, feels that the need for independence and control over work is met and feels that his self-esteem increases along with increased performance. High involvement workers are deeply committed to their jobs and have a strong sense of purpose in what they do. A high-participation worker will become fully immersed in his task.

### **Leader Member Exchange (LMX)**

Leader-Member Exchange (LMX) is a relationship dynamic where positive interactions foster employee trust, favorable attitudes, and loyalty, whereas negative interactions can produce the opposite effects. LMX emphasizes evaluating the quality of relationships and interactions between supervisors and subordinates (Justina et al, 2019). According to Latifoglu et al., (2023), Leader-Member Exchange (LMX) is defined as the quality of the exchange between leaders and their subordinates. Leaders that welcome employees into their inner circle and provide them with resources, support, and rewards when needed exhibit a high level of LMX. Evaluation of the connection and communication between superiors and subordinates is the main goal of leader member exchange. An indicator of leader-member exchange in the organization is the degree of intimacy in the connection between the leader and subordinates. The leader of an organization and the workers who report to him may have distinct relationships. The term "leader member exchange" is typically used to describe how tight this relationship is. According to the notion of leader-member exchange, evaluating the presence of leader-member exchange begins with the idea of relationship

### Emotional Intelligence

Emotional intelligence refers to an individual's capacity to manage and utilize emotions effectively, both internally and in interactions with others. This ability enables individuals to self-motivate, withstand pressure, and regulate their emotions to foster productive relationships (Fatmawati & Azizah, 2022). Emotional intelligence encompasses the ability to accurately recognize, assess, and express emotions, as well as the capacity to utilize emotions to enhance cognitive processes (Aqqad et al, 2019). A set of skills that help people find solutions to issues in their life and the capacity to identify or develop solutions that include new information are collectively referred to as intelligence. It is also the ability to establish successful products or valued services within a culture. Based on the aforementioned three criteria, intelligence can be defined as a person's cognitive capacity to deal with, adjust to, and participate in novel situations.

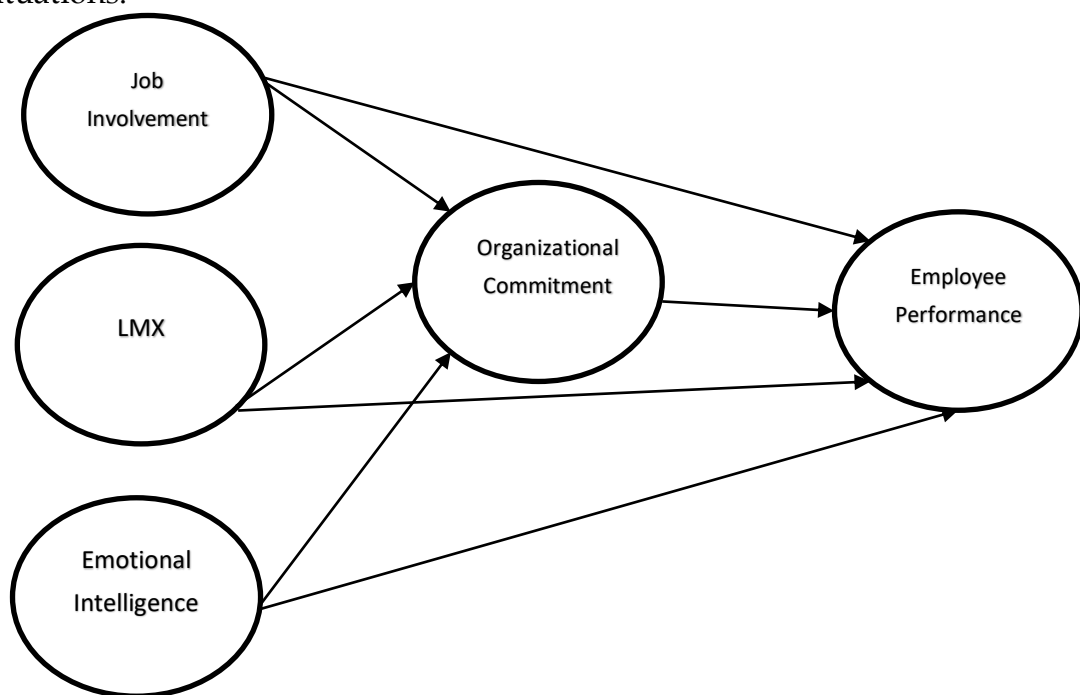


Figure 1. Framework

## **METHODOLOGY**

The study's population consisted of all Serambi Indonesia employees, totaling 159 people. The sample taken in this study was 62 respondents. This study used the probability sampling method with the proportionate random sampling technique. Without taking into account the strata within the population, but nevertheless keeping an eye on proportionality, this method guarantees that every member of the population has an equal probability of being chosen as a sample (Sugiyono, 2013). Primary data in this study were collected through a questionnaire designed with a series of questions that had been prepared in advance. This questionnaire asked respondents to state their level of agreement with the statements given, using a Likert scale as a measurement tool. This Likert scale functions to measure an individual's attitude or perception towards a particular issue. In this study, the scale used was a Likert scale with an interval of 1-5.

Data processing for this study is conducted using SmartPLS software. Partial Least Squares (PLS) is utilized to elucidate the relationships between variables and allows for comprehensive analysis within a single test. For analyzing the PLS Structural Equation Modeling (SEM) model, two distinct models are employed: The external model is the measuring model, while the internal model is the structural model (Musyaffi et al, 2021).

- a. Analysis of the Outer Model: This model clarifies the connections between latent variables and their associated indicators, both endogenous and exogenous.
- b. Convergent Validity: This aspect assesses the validity of measurement indicators. Convergent validity is evaluated based on the loading factor of both endogenous and exogenous variables, with an expected value greater than 0.7 indicating satisfactory validity.
- c. Discriminant Validity: This metric evaluates the distinctiveness of constructs within a research framework by examining the cross-loading factors. It ensures that constructs are empirically distinct from one another.
- d. Average Variance Extracted (AVE): AVE measures the degree to which a construct explains the variance of its indicators. It is used to assess discriminant validity for each construct, including both endogenous and exogenous variables.
- e. Composite Reliability: This measure assesses the reliability of a construct by evaluating the consistency of the indicators. A minimum expected value of 0.7 is generally required to confirm satisfactory reliability.
- f. Cronbach's Alpha: This statistic evaluates the internal consistency of a construct's indicators. A minimum value of 0.7 is typically expected to ensure reliability.
- g. Inner Model (Structural Model): This analysis focuses on testing the structural model to identify and examine the relationships between exogenous and endogenous variables within the study.

- h. Endogenous Variables R Square: This coefficient of determination shows how much of the variance in the endogenous construct the model explains.
- i. Estimate for Path Coefficients: This value indicates the strength and direction of the relationships or influences between latent constructs in the study.

## RESULT

Following the questionnaire's data collection, Table 2 below provides a detailed breakdown of the respondents' characteristics:

Table 2. Respondent Characteristics

No.	Description	Frequency	Percentage
<b>Gender</b>			
1.	- Male	52	83.87%
	- Female	10	16.13%
Total		<b>62</b>	<b>100%</b>
<b>Respondent's Age</b>			
2.	20-29 Years	22	35.48%
	30-39 Years	30	48.39%
	40-49 Years	10	16.13%
Total		<b>62</b>	<b>100%</b>
<b>Department</b>			
3.	Structural	12	19.35%
	Non-Structural	50	80.65%
Total		<b>62</b>	<b>100%</b>
<b>Last Education</b>			
4.	Hight School	5	8.06%
	Diploma III	1	1.61%
	Masters	56	90.32%
Total		<b>62</b>	<b>100%</b>
<b>Length of Work</b>			
5.	<5 Years	15	24.19%
	6-10 Years	35	56.45%
	11-15 Years	12	19.35%
Total		<b>62</b>	<b>100%</b>

Source: Primary Data, Processed 2024

**Outer Model Testing  
Validity Test**

The convergent validity can be assessed through the loading factors of endogenous and exogenous variables, as presented in Table 3. According to Musyaffi et al., (2021), The required loading factor value must exceed 0.7 to be considered valid.

Table 3. Loading Factor Values

Variabel	Indicator	Outer Loading
Job Involvement	KK_2	0.763
	KK_3	0.841
	KK_4	0.733
LMX	LX_1	0.864
	LX_2	0.760
	LX_3	0.802
Emotional Intelligence	KE1	0.865
	KE2	0.827
	KE3	0.829
	KE4	0.710
	KE5	0.709
Organizational Commitment	KO1	0.921
	KO2	0.722
	KO3	0.917
Employee Performance	KIR1	0.786
	KIR2	0.816
	KIR3	0.837
	KIR4	0.810
	KIR5	0.833

Source: Primary Data, Processed 2024

**Average Variance Extracted (AVE)**

The AVE test compares the correlations between the constructs and the square root of the AVE value. A valid validity score of more than 0.50 is seen as indicative of an AVE (Kristanti et al., 2024). The AVE values for each construct are displayed in Table 4.

Table 4. AVE Measurement Results

Variabel	AVE
Emotional Intelligence	0.626
Job Involvement	0.609
Employee Performance	0.667
Organizational Commitment	0.736
LMX	0.656

Source: Primary Data, Processed 2024

### Inner Model Testing

#### R-square Test

Finding the R-square value, which represents the model's goodness-of-fit, is the first step in testing structural models. The three levels of the R-square value – weak (0.19), moderate (0.33), and strong (0.67) – indicate the quality of the model (Kristanti et al., 2024). These values can be seen in Table 5.

Table 5. R-Square Test Values

Variabel	R-square	Classification
Employee Performance	0.834	Strong
Organizational Commitment	0.628	Strong

Source: Primary Data, Processed 2024

#### F-square Test

To evaluate the impact of exogenous constructions on endogenous constructs, the researcher will examine shifts in the F-square value, which indicates the meaningfulness of their influence.

Table 6. F-Square Test Values

Variabel	F-square	Magnitude of Influence
Emotional Intelligence - Employee Performance	0.000	Small
Emotional Intelligence - Organizational Commitment	0.189	Medium
Job Involvement - Employee Performance	0.047	Small
Job Involvement - Organizational Commitment	0.289	Medium
Organizational Commitment - Employee Performance	1.367	Big
LMX - Employee Performance	0.006	Small
LMX - Employee Performance	0.054	Small

Source: Primary Data, Processed 2024

The following figure shows the outcomes of data processing for PLS model analysis:

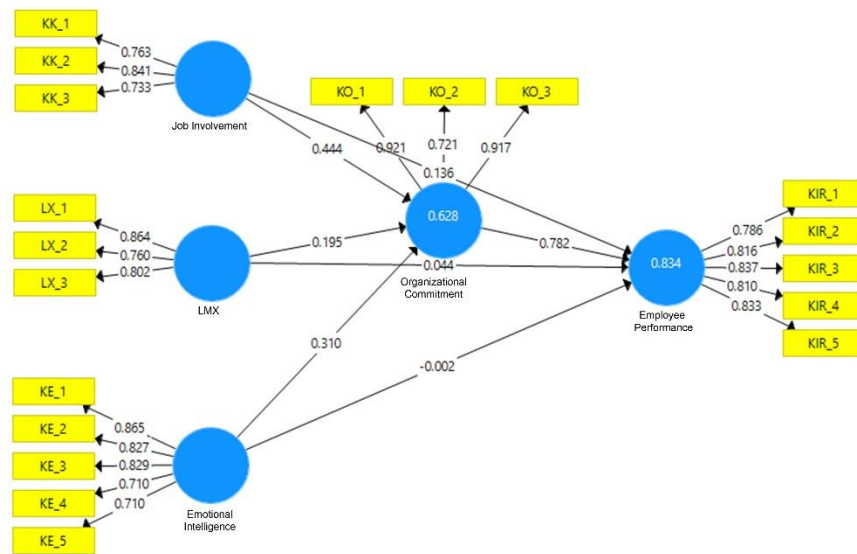


Figure 2. Full Model

**Hypothesis Test**

Table 7. Path Coefficients Results Mean, STDEV, T-Values, P-Values

	O	M	STDEV	T	P
Emotional Intelligence -> Employee Performance	-0.002	0.004	0.084	0.022	0.491
Emotional Intelligence -> Organizational Commitment	0.31	0.309	0.116	2.672	0.004
Job Involvement -> Employee Performance	0.136	0.136	0.081	1.670	0.048
Job Involvement -> Organizational Commitment	0.444	0.452	0.101	4.406	0
Organizational Commitment -> Employee Performance	0.782	0.782	0.106	7.389	0
LMX -> Employee Performance	0.044	0.041	0.096	0.46	0.323
LMX -> Organizational Commitment	0.195	0.191	0.123	1.581	0.057

Source: Primary Data, Processed 2024

**Hypothesis 1** implies that the Work Involvement element affects Employee Performance. The test findings indicate that the t-statistic value of 1.670 is more than the t-table value of 1.65 and that the significant probability value is less than 0.05 (0.048 < 0.05). This indicates that the null hypothesis (H01) is rejected and the alternative hypothesis (Ha1) is accepted. The path coefficient for the Work Involvement variable towards Employee Performance is 0.136, meaning that for every unit increase in Work Involvement, Employee Performance increases by 0.136 points on the Likert scale.

**Hypothesis 2** suggests that Organizational Commitment is impacted by the Work Involvement variable. The test results show that the significance probability is 0.00, which is less than the 0.05 threshold, and the t-statistic value is 4.406, which is greater than the t-table value of 1.65. Consequently, the alternative hypothesis (Ha1) is accepted and the null hypothesis (H01) is rejected. The relationship between Work Involvement and Organizational Commitment is linear, meaning that an increase of one unit in Work Involvement equates to a 0.444 increase in Organizational Commitment on the Likert scale.

**Hypothesis 3** The third hypothesis claims that organizational commitment is unaffected by the leader member exchange (LMX) variable. H01 is approved and Ha1 is denied based on the test findings, which indicate a t-statistic value of 1.581 that is smaller than the t-table of 1.65 with a significance probability value exceeding 0.05 ( $0.057 > 0.05$ ). Organizational Commitment on the Likert scale is unaffected by any additional scale on the LMX variable, according to the Path Coefficient of the LMX variable on Organizational Commitment, which is 0.195.

**Hypothesis 4** The leader-member exchange (LMX) variable has no effect on employee performance. H04 is approved and Ha4 is denied based on the test findings, which indicate a t-statistic value of 0.460 that is less than the t-table of 1.65 with a significant probability value exceeding 0.05 ( $0.323 > 0.05$ ). There will be no effect on Employee Performance on the Likert scale from each extra scale on the LMX variable, according to the Path Coefficient of the LMX variable on Employee Performance, which registers at 0.044..

**Hypothesis 5** suggests a relationship between Organizational Commitment and the Emotional Intelligence measure. The significant probability is less than the 0.05 threshold at 0.004, and the t-statistic value is 2.672, exceeding the t-table value of 1.65, according to the test results. H05, the null hypothesis, is thus rejected, while Ha5, the alternative hypothesis, is accepted. Organizational Commitment increases by 0.31 for every unit increase in emotional intelligence, according to the path coefficient for emotional intelligence and organizational commitment.

**Hypothesis 6** suggests there is no relationship between employee performance and the emotional intelligence component. A t-statistic value of 0.022, less than the t-table value of 1.65, and a significant probability value of 0.491, above the 0.05 threshold, are shown in the test findings. Because of this, the alternative hypothesis (Ha6) is rejected and the null hypothesis (H06) is accepted. There is no discernible difference in employee performance for every unit increase in emotional intelligence, according to the path coefficient for emotional intelligence on employee performance of -0.002.

**Hypothesis 7** states that there is a relationship between employee performance and the organizational commitment variable. Based on the test findings, the significant probability value is less than 0.05 and the t-statistic value is 7.389, which is greater than the t-table value of 1.65. It follows that the alternative hypothesis (Ha7) is accepted and the null hypothesis (H07) is rejected.

A one-unit increase in organizational commitment correlates to an increase in employee performance, according to the path coefficient of 0.782 between organizational commitment and employee performance.

Table 8. Specific Indirect Effects Results

	O	M	STDEV	T	P
Emotional Intelligence -> Organizational Commitment -> Employee Performance	0.242	0.244	0.102	2.387	0.009
Job Involvement -> Organizational Commitment -> Employee Performance	0.347	0.349	0.075	4.615	0
LMX -> Organizational Commitment -> Employee Performance	0.152	0.151	0.101	1.505	0.066

Source: Primary Data, Processed 2024

**Hypothesis 8** claims that through organizational commitment, the work involvement variable affects employee performance. According to the test results, Ha8 is approved and H08 is denied since the t-statistic value of 4.615 is more than the t-table of 1.65 and has a significance probability value of less than 0.05 ( $0.00 < 0.05$ ). Every incremental scale on the work involvement variable will have an effect on employee performance through organizational commitment, according to the path coefficient of the organizational commitment variable on employee performance, which is positive at 0.347

**Hypothesis 9** Organizational commitment does not act as a moderator in the relationship between employee performance and Leader Member Exchange (LMX). According to the test results, H09 is approved and Ha9 is denied since the t-statistic value of 1.505 is less than the t-table of 1.65 and has a significance probability value of more than 0.05 ( $0.066 > 0.05$ ). Each extra scale on the LMX variable will not have an effect on Employee Performance through Organizational Commitment, according to the Path Coefficient of the Organizational Commitment variable on Employee Performance, which shows a positive direction of 0.152.

**Hypothesis 10** Employee performance is impacted by the emotional intelligence variable through organizational commitment. According to the test results, Ha10 is approved and H010 is denied because the t-statistic value of 2.387 is more than the t-table of 1.65 and has a significance probability value of less than 0.05 ( $0.009 < 0.05$ ). Employee Performance is positively impacted by each extra scale of the emotional intelligence variable through organizational commitment, according to the path coefficient of the emotional intelligence variable on employee performance, which is positive at 0.242.

## **DISCUSSION**

### **The Effect of Work Involvement on Employee Performance**

Job Involvement has a positive and significant effect on Employee Performance which can be seen from the path coefficient showing a positive direction of 0.136, while the t-statistic value of 1.670 is greater than the t-table of 1.65, the level of significance of the test results is 0.048 with a probability of less than 0.05. This reveals that employee Job Involvement at the Serambi Indonesia Office is very much needed to support their performance. Employees also consider their current work very important so they really want to be involved in the company's short-term and long-term plans. These results are in line with the results of research conducted by (Suta, 2023), and (Pamungkas & Fitri Wulandari, 2021), where the results of their research also prove that employee performance is positively and significantly influenced by work involvement.

### **The Effect of Work Involvement on Organizational Commitment**

Job Involvement has a positive and significant effect on Organizational Commitment which can be seen from the path coefficient showing a positive direction of 0.444, while the t-statistic value of 4.406 is greater than the t-table of 1.65, the level of significance of the test results is 0.00 with a probability of less than 0.05. This reveals that job involvement is very much needed if Serambi Indonesia wants its employees to be committed to the company. Employee commitment to Serambi Indonesia is very high when they are involved in work design and decision making. Some employees can work at Serambi Indonesia as one of their dreams because Serambi Indonesia has been accompanying the journey of the Acehese people for a long time and can be useful for making Aceh even better. This is in accordance with the results of previous research conducted (Jyoti & Poonam Sharma, 2020).

### **The Effect of Leader-Member Exchange (LMX) on Organizational Commitment**

Leader Member Exchange (LMX) has no effect on Organizational Commitment, this can be seen from the path coefficient showing a figure of 0.195, while the t-statistic value of 1.581 is smaller than the t-table of 1.65, the level of significance of the test results is 0.057 with a probability greater than 0.05. This reveals that the relationship between employees and subordinates (LMX) has no significant effect on organizational commitment. Although the closeness between leaders and employees is seen at the Serambi Indonesia Office, it has not been able to boost the influence to be able to commit to the organization. There are other factors that cause employees to easily leave or resign from their current jobs. Employees are more focused on completing their work and then going home. This is different from the results of previous studies conducted Irfan Helmy, (2021), research, which suggests a positive effect of LMX on organizational commitment. However, they align with Hermawati et al., (2021) whose study indicates that LMX does not significantly enhance organizational commitment, supporting the rejection of the third hypothesis based on previous studies.

### **The Effect of Leader-Member Exchange (LMX) on Employee Performance**

Leader Member Exchange (LMX) does not affect Employee Performance, this can be seen from the path coefficient showing the number 0.044, while the t-statistic value of 0.460 is smaller than the t-table 1.65, the level of significance of the

test results is 0.323 with a probability greater than 0.05. This reveals that the LMX relationship does not have a significant effect on the performance of Serambi Indonesia. This is reflected in the actions of Serambi Indonesia employees who carry out their duties without being told by their superiors. Employees carry out their duties according to the targets that have been previously determined for the next year. So Serambi Indonesia employees will also try to produce output according to what is targeted to them. Good or bad relationships between superiors and subordinates will not affect their performance results. This is different from the results of previous research conducted Latifoglu et al.,(2023), and Justina et al., (2019), which reported a positive relationship between LMX and employee performance. However, it aligns with Maurits, Jedidiah Ch & C. V. Latupapua, (2022) who found no significant impact of LMX on Employee Performance.

### **The Effect of Emotional Intelligence on Organizational Commitment**

Emotional Intelligence has a positive and significant effect on Organizational Commitment which can be seen from the path coefficient showing a positive direction of 0.31 while the t-statistic value of 2.672 is greater than the t-table of 1.65, the level of significance of the test results is 0.004 with a probability of less than 0.05. This reveals that the ability related to emotional intelligence has been proven to increase organizational commitment. Serambi Indonesia employees are able to adapt to the new work environment. Changes in work patterns provided by Serambi Indonesia can still be accepted by its employees. In addition, good relationships between fellow employees also build good bonds of cooperation and collaboration within the company. This is in accordance with the results of previous research conducted (Pangerang et al., 2023)

### **The Effect of Emotional Intelligence on Employee Performance**

Emotional Intelligence does not affect Employee Performance which can be seen from the path coefficient showing a negative direction of 0.002 while the t-statistic value of 0.022 is smaller than the t-table of 1.65, the level of significance of the test results is 0.491 with a probability greater than 0.05. This reveals that the ability related to emotional intelligence is not proven to improve employee performance at the Serambi Indonesia Office. Employees feel confident with the results of their performance so that it does not affect the emotions of themselves and others. The dense workload and requiring punctuality make Serambi Indonesia employees able to work without thinking about their emotions. So if there is a problem between fellow workers or with their own work, employees choose to prioritize their obligations and then solve their personal problems. This is different from the results of previous research conducted by Firmansyah et al., (2020), that emotional intelligence and organizational commitment have a significant effect on employee performance. However, research conducted by Sari & Azizah, (2023) found the same results if emotional intelligence does not have a significant effect on teacher performance

### **The Effect of Organizational Commitment on Employee Performance**

Organizational Commitment has a positive and significant effect on Employee Performance which can be seen from the path coefficient showing a positive direction of 0.782 while the t-statistic value of 7.389 is greater than the t-table of 1.65, the level of significance of the test results is 0.00 with a probability of

less than 0.05. This reveals that organizational commitment plays a very important role in improving the performance of Serambi Indonesia employees. The high commitment to the company makes employees willingly carry out their duties whether supervised directly or not by their leaders. This is inseparable from the emotional abilities of employees who are passionate about working. In fact, it is not uncommon for a position to be given based on the assessment of employee commitment to the company. In addition, the high compensation given by Serambi Indonesia makes employees feel satisfied with their work and reluctant to move elsewhere. This is in accordance with the results of previous research conducted (Ragil & Tristiana Riyanti, (2023), which confirms that organizational commitment positively and significantly affects employee performance.

#### **The Mediation Effect of Work Engagement on Employee Performance through Organizational Commitment**

Job Involvement has a positive and significant effect on Employee Performance through Organizational Commitment which can be seen from the path coefficient showing a positive direction of 0.347 while the t-statistic value of 4.615 is greater than the t-table of 1.65, the level of significance of the test results is 0.00 with a probability of less than 0.05. This reveals that the increase in employee performance at Serambi Indonesia will be further increased not only by job involvement but also through organizational commitment. Serambi Indonesia employees who feel actively involved in their work tend to have a higher level of commitment to the organization. When employees feel that their work is meaningful, employees tend to feel attached to Serambi Indonesia and are more likely to contribute positively to the success of the organization. They feel that the success of the organization is also their personal success, so they try to give their best performance. This is in accordance with the results of previous research conducted Lambert et al., (2021), which highlights that work engagement, job satisfaction, and organizational commitment significantly and positively affect employee performance. Furthermore, Ragil & Tristiana Riyanti, (2023) found that organizational commitment has a positive and significant impact on employee performance.

#### **The Mediation Effect of Leader Member Exchange (LMX) on Employee Performance through Organizational Commitment**

Organizational commitment does not mediate the influence of Leader Member Exchange (LMX) on Employee Performance, the path coefficient shows a positive direction of 0.152 but is not significant while the t-statistic value of 1.505 is smaller than the t-table of 1.65, the level of significance of the test results is 0.066 with a probability greater than 0.05. This reveals that the relationship between leaders and subordinates has not succeeded in improving the performance of Serambi Indonesia employees through organizational commitment because it is not significant. However, because it is not significant, organizational commitment cannot mediate LMX and employee performance. These results are supported by previous research conducted Siburian et al., (2022), which indicates that organizational commitment does not mediate the impact of leader-member exchange on employee performance.

### **The Mediation Effect of Emotional Intelligence on Employee Performance through Organizational Commitment**

Emotional Intelligence has a positive and significant effect on Employee Performance through Organizational Commitment. Judging from the path coefficient, it shows a positive direction of 0.242 while the t-statistic value of 2.387 is greater than the t-table of 1.65. The level of significance of the test results is 0.009 with a probability of less than 0.05. This reveals that emotional intelligence will improve the performance of Serambi Indonesia employees if influenced by organizational commitment. In a direct relationship, emotional intelligence is unable to influence employee performance. Self-confidence, empathy, are unable to produce the targeted work quality. However, when there is involvement of commitment such as support from fellow co-workers, trust, it can improve the performance of Serambi Indonesia employees by 0.242. Organizational commitment helps translate employee emotional intelligence into better performance in the workplace. These results are in accordance with previous studies such as those conducted Firmansyah et al., (2020), which indicates that the impact of Emotional Intelligence and Organizational Commitment on employee performance is both strong and positive.

### **CONCLUSION AND RECOMMENDATION**

These inferences can be made in light of the study findings and debate discussed in the preceding chapter: Leadership Member Exchange (LMX) has no effect on Organizational Commitment; Work Engagement has a major impact on employee performance; and Work Engagement has an impact on Organizational Commitment. While organizational commitment influences employee performance, emotional intelligence has an impact on both; employee performance is not impacted by emotional intelligence; Employee performance is impacted by Work Engagement via Organizational Commitment; Employee performance is impacted by Emotional Intelligence through Organizational Commitment; Leader Member Exchange (LMX) does not impact this relationship.

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