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The Effect of Emotional Intelligence and Organization Commitment to Employee Performance through Work Motivation at Pt. Nittsu Lemo Indonesia Logistik

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Abstract:

The purpose of this study to analyze the influence of emotional intelligence and organizational commitment to employee performance through work motivation. This research is a descriptive design of quantitative analytics that aims to describe the nature and characteristics of data - data or variables to be tested. Sampling technique used in this research is purposive sampling. Analyzer used is regression analysis and path analysis. The results showed that emotional intelligence has a positive and significant effect on employee performance. The indirect effect of emotional intelligence on employee performance through work motivation resulted in a value of 0.226, while the direct effect of emotional intelligence on employee performance resulted in a value of 0.228. Organizational commitment has a positive and significant effect on employee performance. Organizational commitment has an indirect effect on employee performance through work motivation at PT. Nittsu Lemo Indonesia Logistics. The indirect influence of organizational commitment to employee performance through work motivation resulted in a value of 0.270, and work motivation had a positive and significant effect on employee performance.

Keywords: Emotional intelligence, organizational commitment, work motivation, employee performance

1. Introduction

Given that the business function of forwarding (Logistic-trucking-export-import) is very strategic in realizing the transportation and storage of goods from one place to another, it is appropriate if the issue Performance Employees in a business organization in the field of forwarding in providing transportation services (trucking-export-import) and storage services (logistics) were raised to the surface in this study. Forwarding business world cannot be separated from the manufacturing business as a user or forwarding services users. Human Resource Factors (HR) plays an important role in developing this business. Emotional intelligence, organizational commitment and work motivation will be very influential in improving the performance of employees, which will also result to the success of a business.

In this case the quality of emotional intelligence seems important to the success of employee performance. Emotional intelligence is part of social intelligence that involves the ability to monitor social feelings that involve capability in others, sorting them all out and using this information to guide thoughts and actions (Yulisubandi, 2009). Clearly Emotional intelligence will enable a person to recognize emotions, manage emotions, motivate oneself, identify other people's emotions (empathy) and ability to foster working relationships with colleagues and / or with work relationships.

Employee performance is also strongly influenced by organizational commitment of each employee. Organizational commitment is as a situation where an employee sides with a particular organization as well as its goals and intentions to maintain membership within the organization. Then employee engagement will be high on work or organization. A logistics staff in carrying out his duties as a warehouse worker is able to enforce policies with specific objectives and has a strong commitment to the warehouse where he works.

Two things above without a high work motivation is not possible to achieve the performance of employees expected by the company (organization). As human social beings need the help of others to meet their needs and require the motivation or encouragement of others to achieve what the purpose of life. The head of the organization or company is the person who works with the help of his subordinates, the employees. Therefore, it has become the duty of a leader to try to make his employees excel. The ability of subordinates to be able to achieve because of the encouragement or motivation.

The results achieved from what has been done and done an employee in carrying out the work or task is the understanding of the performance of employees. Performance is an achievement of work that is the work during a certain period compared with various possibilities. In this case the performance of employees can be said the work is viewed in quality and quantity achieved by an employer / employee in performing their duties in accordance with the responsibilities given to him.

PT. Nittsu Lemo Indonesia Logistics is one of the companies (Business Organization) engaged in Forwarding. The company that was established in 1997 is a Japanese Foreign Capital Company (PMA) which is also still a group with Nippon Express. PT. Nittsu Lemo Indonesia Logistik is located at Jalan Raya Cakung Cilincing Kav.14 East Jakarta.

2. Literature Review

2.1. Emotional Intelligence

Understanding emotional intelligence was first raised in 1990 by Salovey psychologists from Harvard University and Mayer of the University of New Hampshire to explain emotional qualities that seem to be essential to success. Salovey and Mayer (2009) define emotional intelligence or what is often called EQ as a subset of social intelligence that involves the ability to monitor social feelings that involve the ability of others, sorting them all out and using this information to guide thoughts and actions.

Gardner (2009) says that not only one type of monolithic intelligence is essential for success in life, but there is a broad spectrum of intelligences with seven major varieties of linguistics, mathematics / logic, spatial, kinesthetic, musical, interpersonal and intrapersonal.

According to Cooper and Sawaf (2009), emotional intelligence is the ability to sense, understand, and effectively apply the power and emotional sensitivity as a source of energy, information, correction and human influence. Emotional intelligence demands feelings for learning to recognize, appreciate feelings in self and others and respond appropriately, effectively applying emotional energy in everyday life. According to Setyawan (2005), emotional intelligence is also an ability to use emotions effectively to achieve goals to be productive and achieve success.

Emotional intelligence according to Goleman (2009) is a person's ability in which consists of various abilities to be self-motivating, surviving frustration, controlling impulsive needs or impulses, not exaggerating pleasure or distress, able to manage reactive needs or impulse reactions, keeping stress free, not crippling the ability to think and the ability to empathize with others, and the principle of trying to pray. Emotional intelligence is the other side of cognitive intelligence that plays a role in human activity that includes awareness of self-awareness and control of impulse, perseverance, spirit and self-motivation and empathy and social skills. Emotional intelligence is more directed to the effort to recognize, understand and realize emotions in the right portion and efforts to manage emotions to be controlled and can utilize to solve life problems, especially those related to human relationships.

Based on the description it can be concluded that emotional intelligence is the ability to demand self-learning to recognize and appreciate the feelings of self and others and to respond appropriately, applying effectively the emotional energy in daily life and work, and is a person's ability to recognize emotional self, managing emotions, motivating oneself, recognizing the emotions of others (empathy) and the ability to build relationships (cooperation) with others.

2.1.1. Aspects of Emotional Intelligence

Goleman (2009) also added, aspects of emotional intelligence include:

- Self-awareness, knowing what we feel at one time and using it to guide decision-making for oneself has a benchmark of reality over strong self-efficacy and self-confidence.
- Self-regulation, handling our emotions in such a way that positively impacts the execution of tasks, is sensitive to conscience and is able to delay enjoyment before the achievement of a goal, able to recover from emotional stress.
- Motivation, the ability to use the deepest desires to move and demand us toward goals, helps us take initiative and act very effectively and to survive failure and frustration.
- Social skills, handling emotions well when dealing with others and carefully reading situations and social networks, interacting fluently using these skills influence and lead, deliberate and resolve disputes and to work in teams. Based on some opinions that have been put forward can be concluded aspects of emotional intelligence include knowing emotions self, managing emotions, motivate yourself, recognize the emotions of others and foster relationships.

2.1.2. Dimensions of Emotional Intelligence

Goleman (2009) describes emotional intelligence in 5 major aspects of ability, namely:

- Recognize the emotions of the self
- Managing emotions
- Motivate yourself
- Recognize the emotions of others
- Fostering relationships

2.2. Organizational Commitment

Robbins (2008) suggests organizational commitment as a condition in which an employee sides with a particular organization and its goals and intentions to maintain membership within the organization. High employment engagement means favoring individual work, while high organizational commitment means favoring the organization that recruits the individual.

According to Mathis and Jackson (2006) organizational commitment is the degree to which employees believe and accept organizational goals, and wishing to stay together or leave the company is ultimately reflected in absenteeism and employee turnover.

According to Griffin (2004) Organizational commitment is an attitude that reflects the extent to which an individual knows and is tied to his organization. A highly committed individual will likely see himself as a true member of the organization.

According to Luthan (2002), organizational commitment is defined as:

- A strong desire to remain as member of a particular organization;
- The desire to strive according to the wishes of the organization; and
- Certain beliefs, and acceptance of organizational values and goals. In other words, this is an attitude that reflects the employee's loyalty to the organization and the ongoing process in which members of the organization express their concern for the organization and its continued success and progress.

2.2.1. Organizational Commitment

According to Allen and Meyer (1991), there are three dimensions of organizational commitment:

- Affective commitment
- Ongoing commitment
- Normative commitment

2.3. Work Motivation

Anoraga (2015) argues that employment motivation is the employee's willingness to arise because of the personal incentives of the employees concerned as a result of overall integration rather than personal needs, the influence of the physical environment and the influence of the social environment in which its strength depends on the integration process. Meanwhile, according to McComick (1979) work motivation is an influential condition to generate, direct and maintain behavior related to the work environment.

From the opinions - opinions above can be concluded that the motivation of work is something that encourages a person, either from within or from outside a person, so that someone will have a passion, desire and a high willingness to carry out work activities.

2.3.1. Work Motivation Elements

According Sagir (2003) elements of work-motivational retreat are: performance, rewards, challenges, responsibilities, the development of order and opportunity.

2.3.2. Dimensions of Work Motivation

Indicators of work motivation, according to Uno (2009) can be grouped as follows:

- Responsibility in performing the task.
- Implement tasks with clear targets.
- Have clear and challenging goals.
- There is feedback on the work.
- Have fun in working.
- Always try to outperform others.
- Preferably the accomplishment of what it does.
- Always strive to meet the needs of life and work needs.
- Glad to get praise from what he does.
- Working with incentives.
- Working with the hope of getting attention from friends and superiors.

2.4. Employee Performance

Performance is a measure of organizational success in achieving its mission (Simamora, 2003). While Shadily (1992), said performance is powerless achievement or results. Giving limits on the concept of performance of public organizations at least closely related to efficiency, effectiveness, fairness and responsiveness, according to Kumorotomo (1996). To measure the performance of the organization then performed performance appraisal. Performance appraisal is the process of

evaluating how well employees perform their work when compared to standards and then communicating the information to employees.

Based on the above understanding can be concluded that the employee is a person who works in an official place, has personal data and has the power of law. The place of work in question is an organization, agency or other entity relating to employees.

2.4.1. Performance Appraisal Method

Further reveals several methods of performance appraisal, according to Gibson (1994) consisting of:

- Graphical Rating Scale Method
- Method of Behavioral Valuation Scale
- Management Methods Based on Goals

Performance of employees is the work of an employee during a certain period compared with various possibilities, such as standards, targets / goals or performance that has been determined in advance and agreed (Soeprihanto, 1996). According Soeprihanto, aspects of performance include:

- Quality of work
- Quantity of work
- Ability to work alone
- Understanding and introduction of work
- Problem solving skills

2.4.2. Benefits of Human Resources Performance Appraisal

According to Handoko (1992) the benefits of human resources performance appraisal, are as follows:

- Performance Improvement
- Adjustment - Compensation adjustment
- Decisions - placement decisions
- Needs - training and development needs
- Career planning and development
- Deviation - deviation of staffing process
- Inaccurate information
- Work design errors

2.4.3. Employee Performance Dimension

According to Boediharjo (2002) dimensions and indicators for employee performance can be measured based on four indicators, namely:

- Efficiency
- Orientation of responsibility
- Discipline is attitude or ability
- Initiative

3. Research Methods

3.1. Research Design

The research design used is descriptive quantitative analytical design that aims to describe the nature and characteristics of data - data or variables to be tested. The research design is a blueprint for researchers. Therefore, it needs to be prepared before the research is done. Rivai and Guswandi (2016) explain that the research design can provide systematic direction or direction to the researcher about what activities to do, when to do, and how to do it. This research design is used to describe and describe what it is about a certain variable, symptom, condition, or phenomenon, so that in this research is used to analyze the data obtained in depth with the hope to know the influence of the first independent variable (X1) Intelligence Emotional, independent variable second variable (X2) Organizational Commitment, dependent variable (Y) Employee Performance, and intervening variable / variable affecting the relation of independent variables with dependent variable that is work motivation.

This study also uses a causality design that aims to analyze the relationship or level of influence of independent variables influenced by the intervening variable on the dependent variable, whether the relationship is significant through the Path Analysis. The research model developed can be described as follows:

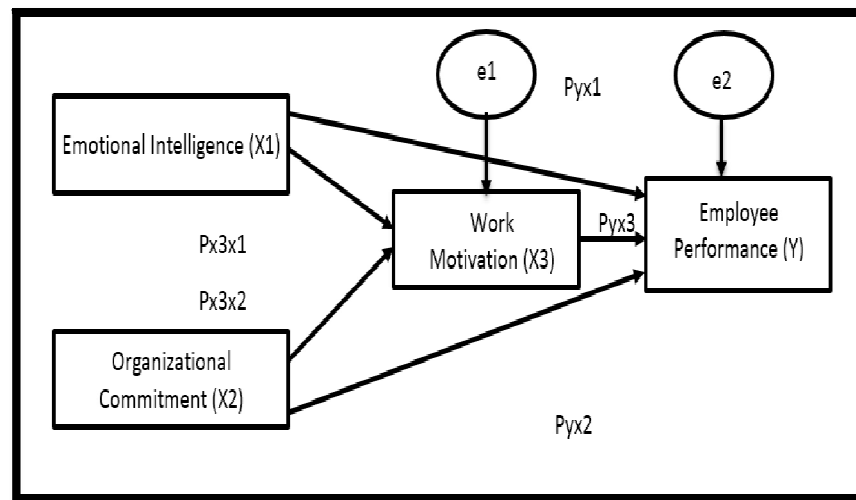


Figure 1: Research Design

3.2. Population and Sample

Population is a generalization region consisting of objects / subjects that have a certain quantity and characteristics set by the researcher to be studied and then drawn conclusions (Sugiyono, 2013). The sample is the pull of a portion of the population to represent the entire population (Surakhmad, 1980). The sample used in this research is PT. Nittsu Lemo Indonesia Logistics provides Indonesia Baby Accessories products and services at our Indonesia Children Directory. Total number of permanent employees as many as 60 people. Sampling using purposive sampling method. This sampling is a sampling in a unit of analysis with respect to the same characteristics in the sample. The overall sample taken in this part of the organization uses saturated sampling.

3.3. Data Collection Techniques

In this study data collection techniques used to demonstrate systematic scientific activity (Sugiyono, 2013). This method is done by way of giving a list of questions, then the list of questions is pulled back by the researchers to be used as the primary data for this study. The data for that purpose is filtered through a list of questions presented using a Likert scale of 1-5. Each choice of question is rated on the following scoring scale. 5 = strongly agree (SS); 4 = agree (S); 3 = neutral (N); 2 = disagree (TS) and 1 = strongly disagree (STS). In addition to obtaining data that is primarily done by interview. This method will be used to obtain information directly from the source by face-to-face.

3.4. Data Processing Techniques

3.4.1. Validity Test

Validity or validity indicates the extent to which a measuring instrument is able to measure what it wants to measure (Syofian, 2013). In a study using the instrument in the form of questionnaires, validity test is used to see how big the ability of the question can know the respondent's answer. The higher the validity level of a measuring instrument, the more precisely the measuring instrument is measuring, the way that can be used to find the homogeneity of the measuring instrument is to correlate the measurement value with the total value. A questionnaire is said to be valid if the question on the questionnaire is able to reveal something that will be measured by the questionnaire (Ghozali, 2006).

3.4.2. Test Reliability

Reliability test is a tool to measure a questionnaire which is an indicator of a variable or construct. A questionnaire is said to be reliable or reliable if one's response to a statement is consistent or stable over time. Measurement of reliability is done by one shot or one-time measurement with SPSS test of Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it gives a value of Cronbach Alpha > 0.60 (Nunnally in Ghozali, 2006).

4. Result and Discussion

4.1. Test Validity

The validity test is performed by comparing the r value of the count with r table for the 5 percent significance level of the degree of freedom (df) = $n-2$, in which case (n) is the number of samples. If r arithmetic > r table then the question or indicator is declared valid, vice versa when r arithmetic < r table then the question or indicator is declared invalid.

4.1.1. Test the Validity of Emotional Intelligence

From the results of calculation of correlation coefficient score of each item question of the instrument of emotional intelligence of 60 respondents, with the number of questions 10 questions instrument with the total score of each respondent obtained the results presented in the table as follows:

Emotional Intelligence (X ₁)	Statement	R arithmetic	R Table	Description
	Question 1	0,52158	0,2542	Valid
	Question 2	0,29946	0,2542	Valid
	Question 3	0,40063	0,2542	Valid
	Question 4	0,54332	0,2542	Valid
	Question 5	0,36998	0,2542	Valid
	Question 6	0,47105	0,2542	Valid
	Question 7	0,57239	0,2542	Valid
	Question 8	0,41038	0,2542	Valid
	Question 9	0,55761	0,2542	Valid
	Question 10	0,34572	0,2542	Valid

Table 1: Test of Validity of Emotional Intelligence Variables
Source: Primary Data, processed in 2017

Based on Table 1 out of 10 quistiones from the emotional intelligence variable the result is valid.

4.1.2. Test the Validity of Organizational Commitment

From the results of calculation of correlation coefficient score of each item of organizational commitment of 60 respondents, with the number of questions 10 questions instrument with the total score of each respondent obtained the results presented in the table as follows:

Organization Commitment (X ₂)	Statement	R arithmetic	R Table	Description
	Question 1	0,59803	0,2542	Valid
	Question 2	0,61204	0,2542	Valid
	Question 3	0,61088	0,2542	Valid
	Question 4	0,6026	0,2542	Valid
	Question 5	0,61173	0,2542	Valid
	Question 6	0,26106	0,2542	Valid
	Question 7	0,72387	0,2542	Valid
	Question 8	0,38803	0,2542	Valid
	Question 9	0,64507	0,2542	Valid
	Question 10	0,68149	0,2542	Valid

Table 2: Variable Validity Test of Organizational Commitment
Source: Primary Data, processed in 2017

Based on Table 2 out of the 10 items of the variable of organizational commitment the outcome is valid.

4.1.3. Test of Work Motivation Validity

From the results of calculation of correlation coefficient score of each item of question instrument motivation of work of 60 respondents, with the number of 12 instrument questions with the total score of each respondent obtained the results presented in the table as follows:

Work Motivation (X ₃)	Statement	R arithmetic	R Table	Description
	Question 1	0,43581	0,2542	Valid
	Question 2	0,46574	0,2542	Valid
	Question 3	0,47632	0,2542	Valid
	Question 4	0,50314	0,2542	Valid
	Question 5	0,41599	0,2542	Valid
	Question 6	0,5416	0,2542	Valid

	Statement	R arithmetic	R Table	Description
	Question 7	0,57973	0,2542	Valid
	Question 8	0,40906	0,2542	Valid
	Question 9	0,27775	0,2542	Valid
	Question 10	0,56562	0,2542	Valid
	Question 11	0,43392	0,2542	Valid
	Question 12	0,37797	0,2542	Valid

Table 3: Test Validity Variable Motivation Work
Source: Primary Data, processed in 2017

Based on Table 3 out of 12 items of the work motivation variable the result is valid.

4.1.4. Test of Employee Performance Validity

From the results of calculation of correlation coefficient score of each item question of employee performance instrument of 60 respondents, with the number of 12 instrument questions questions with the total score of each respondent obtained the results presented in the table as follows:

	Statement	R arithmetic	R Table	Description
EMPLOYEE PERFORMANCE (Y)	Question 1	0,39657	0,2542	Valid
	Question 2	0,29964	0,2542	Valid
	Question 3	0,28495	0,2542	Valid
	Question 4	0,50374	0,2542	Valid
	Question 5	0,41941	0,2542	Valid
	Question 6	0,41678	0,2542	Valid
	Question 7	0,45926	0,2542	Valid
	Question 8	0,44068	0,2542	Valid
	Question 9	0,55162	0,2542	Valid
	Question 10	0,37662	0,2542	Valid
	Question 11	0,44436	0,2542	Valid
	Question 12	0,58208	0,2542	Valid

Table 4 : Validity Test of Employee Performance Variables
Source: Primary Data, processed in 2017

Based on table 4 out of 12 items of questions of the employee performance variable the result is valid.

4.2. Test Reliability

Measurement of reliability is done by one shot or one-time measurement with SPSS test of Cronbach Alpha (α) statistical test. A construct or variable is said to be reliable if it gives a Cronbach Alpha value > 0.60 (Nunnally, 1967).

Variable	Coefficient Alpha (a)	Critical Value (α) = 5%	Description
Emotional intelligence	0,682	0,600	Reliable
Organization commitment	0,744	0,600	Reliable
Work motivation	0,703	0,600	Reliable
Employee performance	0,693	0,600	Reliable

Table 5: Reliability Test Results
Source: Primary Data, Processed In 2017

Based on Table 5, all the questions that exist form a reliable measure of the emotional intelligence variable, organizational commitment, work motivation and employee performance form a reliable measure of each dimension.

4.3. Discussion

4.3.1. Analysis Of The Influence Of Emotional Intelligence And Organizational Commitment To Work Motivation.

According Ghozali (2009) path coefficient using standardized regression coefficients. Regression analysis results of emotional intelligence and organizational commitment to work motivation can be seen in the table below:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.926 ^a	.857	.852	1.276	2.342

Table 6: Simultaneous Test Results Work Motivation

Source: Primary Data, Processed In 2017

a. Predictors: (Constant), Organization commitment, Emotional intelligence

b. Dependent Variable: Work motivation

Table 6 shows the value of R2 (R Square) of 0.857. This R2 value is used in calculating the coefficient value e1. Coefficient e1 is a variant of work motivation that is not explained by emotional intelligence and organizational commitment. Magnitude:

$$\text{Coefficient } e_1 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,857)} = \sqrt{0.143} = 0,378$$

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.405	2.727		1.249	.217
	Emotional intelligence	.590	.105	.447	5.619	.000
	Organization commitment	.528	.079	.534	6.715	.000

Table 7: Regression Analysis of Work Motivation

Source: Primary Data, Processed In 2017

a. Dependent Variable: Work motivation

Based on Table 7 the regression equation as follows:

$$X_3 = b_1X_1 + b_2X_2 + e_1$$

$$X_3 = 0.447X_1 + 0,534X_2 + 0.378e_1 \dots\dots\dots (1)$$

The equation shows that:

- Any increase in 1 unit of emotional intelligence, will be followed by an increase in work motivation of 0.447.
- Any increase in 1 unit of organizational commitment, will be followed by an increase in work motivation of 0.534.
- So, from the equation (1) can be seen that if emotional intelligence increases the work motivation will increase. Likewise, with organizational commitment, if organizational commitment increases then work motivation also increases.

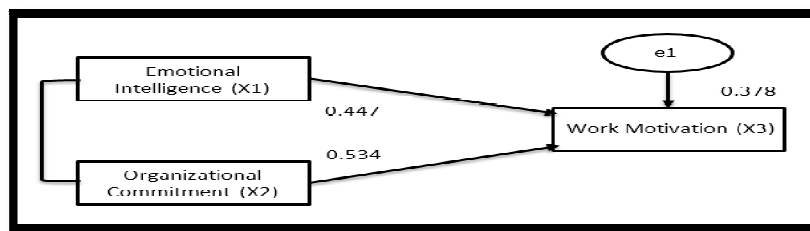


Figure 2: Substructure Equations 1

Source: Primary Data, processed in 2017

4.3.2. Analysis of the Influence of Emotional Intelligence, Organizational Commitment And Work Motivation On Employee Performance

The result of regression analysis of emotional intelligence influence, organizational commitment and work motivation on employee performance can be seen in Table 8 following:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.974 ^a	.949	.947	.573	2.290

Table 8: Employee Performance Test Results

Source: Primary Data, processed in 2017

A. Predictors: (Constant), Work Motivation, Organization Commitment, Emotional Intelligence

B. Dependent Variable: Employee Performance

Table 8 shows the value of R2 (R Square) of 0.949. This R2 value is used in calculating coefficient value e2. Coefficient e2 is a variant of employee performance that is not explained by emotional intelligence, organizational commitment and work motivation. Magnitude:

$$\text{Coefficient } e_2 = \sqrt{(1 - R^2)} = \sqrt{(1 - 0,949)} = \sqrt{0.051} = 0,226$$

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.		
					B	Std. Error
1	(Constant)	12.778	1.242		10.292	.000
	Emotional intelligence	.226	.059	.228	3.836	.000
	Organization commitment	.213	.047	.288	4.500	.000
	Work motivation	.379	.060	.506	6.368	.000

Table 9: Employee Performance Regression Analysis

Source: Primary Data, Processed In 2017

A. Dependent Variable: Employee Performance

Based on Table 9 the regression equation as follows:

$$Y = b_1X_1 + b_2X_2 + b_3X_3 + e_2$$

$$Y = 0.228X_1 + 0.288X_2 + 0,506X_3 + 0,226e_2 \dots\dots\dots (2)$$

The equation shows that:

- 1) Any increase in 1 unit of emotional intelligence, will be followed by an increase in employee performance of 0.228.
- 2) Any increase in 1 unit of organizational commitment, will be followed by an increase in employee performance of 0.288.
- 3) Any increase in 1 unit of work motivation, will be followed by an increase in employee performance of 0.506.

So, from the equation (2) can be seen that if the emotional intelligence increases then the performance of employees will increase. If organizational commitment increases then employee performance will also increase. So also, with the motivation of work, if the motivation of work increases then the performance of employees will also increase.

4.4. Hypothesis Testing

4.4.1. The Influence Of Emotional Intelligence (EQ) And Organizational Commitment Affect The Work Motivation In PT. Nittsu Lemo Indonesia Logistics.

To know whether emotional intelligence and organizational commitment have an effect on work motivation, it is necessary to use F / ANOVA test. The following will explain the test of each variable as below.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	555.149	2	277.574	170.521	.000 ^b
	Residual	92.785	57	1.628		
	Total	647.933	59			

Table 10 F : Test Results Of Variables X1 And X2 On X3

Source: Primary Data, Processed In 2017

A. Dependent Variable: Emotional Intelligence

B. Predictors: (Constant), Organization Commitment, Emotional Intelligence

From Table 10, it is found that the value of F count is 170,521. Using the apparent level of $\alpha = 5\%$ (0.05), with degrees of freedom = 2 and the degrees of freedom denominator = 57, we will compare the value of F count with F table. From the information, obtained F table value, that is F 5% (2, 57) = 3, 16. Thus Fcount > F table (170.521 > 3.16), thus H0 is rejected and H1 is received at the real level. This gives the conclusion that emotional intelligence and organizational commitment affect the motivation of work at PT. Nittsu Lemo Indonesia Logistics. The results above are in line with the results of previous research conducted by Fitriastuti (2013) whose research results say that the influence of emotional intelligence and organizational commitment have a significant positive effect on work motivation on civil servants (PNS) of Industry and Trade organization of East Kutai Regency.

4.4.2. The Influence Of Emotional Intelligence, Organizational Commitment And Work Motivation Simultaneously Affect The Performance Of Employees In PT. Nittsu Lemo Indonesia Logistics.

To find out whether emotional intelligence, organizational commitment and work motivation affect the performance of employees, it is necessary to use the F / ANOVA test. The following will explain the test of each - each variable as below.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	344.605	3	114.868	349.685	.000 ^b
	Residual	18.395	56	.328		
	Total	363.000	59			

Table 11: F Test Results of Variables X1 X2 and X3 on Y

Source: Primary Data, Processed In 2017

A. Dependent Variable: Employee Performance

B. Predictors: (Constant), Work Motivation, Organization Commitment, Emotional Intelligence

From Table 11 we find that the value of F count is 349,685. Using the apparent level of $\alpha = 5\%$ (0.05), with degrees of freedom = 3 and the degrees of freedom denominator = 56, will be compared with the F count of F table. From the information, obtained F table value is F5% (3,56) = 2.77. Thus, F arithmetic > F table (349,685 > 2.77), thus H0 rejected H1 received at the real level. This gives the conclusion that emotional intelligence, organizational commitment and work motivation simultaneously affect the performance of employees in PT. Nittsu Lemo Indonesia Logistics. The results above are in line with the results of previous research conducted by Damayanthi and Dewi (2016) whose research results say that emotional intelligence and organizational commitment to the performance of employees at the Faculty of Economics and Business Udayana University Bali.

4.4.3. The Influence Of Work Motivation Affects The Performance Of Employees In PT. Nittsu Lemo Indonesia Logistics.

To test the influence of work motivation partially on employee performance then done with t test. The following will explain the test t test of work motivation variable as below.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	12.778	1.242		10.292	.000
	Emotional intelligence	.226	.059	.228	3.836	.000
	Organization commitment	.213	.047	.288	4.500	.000
	Work motivation	.379	.060	.506	6.368	.000

Table12: Test Result of Variable X3 on Y

Source: Primary Data, Processed In 2017.A. Dependent Variable: Employee Performance

The result of t test for work motivation variable is t value = 6,368 with significance level 0.000, using significance limit 0, 05 got t table equal to 2,003. This means t count > t table (6.368 > 2,003), which means H0 is rejected and H1 accepted. Thus, it can be concluded there is influence of work motivation on employee performance at PT. Nittsu Lemo Indonesia Logistics, where the influence is positive means that increased work motivation improves employee performance. This is in accordance with research Mahardhika (2013) which examines the influence of work motivation on employee performance PT. AXA Financial Indonesia with significant results.

4.4.4. The Influence of Emotional Intelligence and Organizational Commitment Affect the Performance of Employees through Work Motivation At PT. Nittsu Lemo Indonesia Logistics.

- Effect of emotional intelligence variable on employee performance through work motivation.
 $X1 \rightarrow X3 \rightarrow Y = (\rho_{x3x1}) \times (\rho_{yx3}) = 0.447 \times 0,506 = 0.226$
- The influence of organizational commitment variable on employee performance through work motivation.
 $X2 \rightarrow X3 \rightarrow Y = (\rho_{x3x2}) \times (\rho_{yx3}) = 0,534 \times 0,506 = 0,270$

4.4.4.1. Total Effect

- The influence of emotional intelligence on employee performance through work motivation.
 $X1 \rightarrow X3 \rightarrow Y = \rho_{yx1} + \{(\rho_{x3x1}) \times (\rho_{yx3})\} = 0.228 + 0.226 = 0.454$
- The influence of organizational commitment to employee performance through work motivation.
 $X2 \rightarrow X3 \rightarrow Y = \rho_{yx2} + \{(\rho_{x3x2}) \times (\rho_{yx3})\} = 0.288 + 0.270 = 0.558$
- The effect of emotional intelligence on employee performance. $X1 \rightarrow Y = \rho_{yx1} = 0.228$
- The influence of organizational commitment to employee performance
 $X2 \rightarrow Y = \rho_{yx2} = 0.288$
- The influence of work motivation on employee performance
 $X3 \rightarrow Y = \rho_{yx3} = 0,506$

Effect of Residual Coefficient Variable on Employee Work Motivation

Coefficient e1 = 0.378

Effect of Residual Coefficient Variable on Employee Performance

Coefficient e2 = 0.226

Based on the calculation results that have been done if summed up in the matrix as follows:

Variable	Coefficient Path	Effect			R ²	F
		Direct	Indirect	Total		
X ₁	0,228	0,228	0,226	0,454	-	-
X ₂	0,288	0,288	0,270	0,558	-	-
X ₃	0,506	0,506	-	-	-	-
Y	-	-	-	-	-	-
Coefficient e ₁	0,378	-	-	-	-	-
Coefficient e ₂	0,226	-	-	-	-	-
X ₁ ,X ₂ ,X ₃	-	-	-	-	0,857	170.521
X ₁ ,X ₂ ,X ₃ ,Y	-	-	-	-	0,949	349.685

Table13: Coefficient of Direct Effect Line, Indirect Effect, and

Total Influence of Emotional Intelligence, Organizational Commitment, Work Motivation and Employee Performance

Source: Primary Data, processed in 2017

4.4.4.2. Coefficient of Determination

The coefficient of determination (R^2) essentially measures the extent of the model's ability to explain the variation of the dependent variable.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.926 ^a	.857	.852	1.276

Table 14: Coefficient of Determination with Dependent Variables Work Motivation
A. Predictors: (Constant), Organization Commitment, Emotional Intelligence
Source: Primary Data, Processed In 2017

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.949	.947	.573

Table 15: Coefficient Of Determination With Dependent Variables Employee Performance
Source: Primary Data, processed in 2017

Predictors: (Constant), Work motivation, Organization commitment, Emotional intelligence

Based on multiple linear analysis in Table 15 obtained coefficient of determinant Adjusted R^2 equal to 0,852 on dependent variable of work motivation. This means the percentage of influence of emotional intelligence and organizational commitment to work motivation of 85.2%, while the remaining 14.8% influenced by other variables. In table 16 obtained coefficient of determinant Adjusted R^2 equal to 0,947 for dependent variable of employee performance. This means the percentage of influence of emotional intelligence, organizational commitment, and work motivation on employee performance is 94.7% while the remaining 5.3% is influenced by other variables.

5. Conclusions and Suggestions

Based on the results of research that has been done about the analysis of the influence of emotional intelligence and organizational commitment to employee performance through work motivation at PT. Nittsu Lemo Indonesia Logistics, the following conclusions can be obtained:

- Emotional intelligence has a positive and significant effect on employee performance at PT. Nittsu Lemo Indonesia Logistics. If the emotional intelligence to employees more improved, then the performance of employees will increase too, and vice versa if emotional intelligence given to employees decreased the performance of employees will decrease. Emotional intelligence has a direct role to improve the performance that employees will generate for the organization.
- Emotional intelligence has an indirect effect on the performance of employees through work motivation as a variable mediation on employees of PT. Nittsu Lemo Indonesia Logistics. The indirect effect of emotional intelligence on employee performance through work motivation resulted in a value of 0.226, while the direct effect of emotional intelligence on employee performance resulted in a value of 0.228, which means the direct influence is greater than indirect influence. This means that the motivation of work cannot be a variable mediation between emotional intelligence and employee performance, so that work motivation does not need to be considered to improve the performance of employees PT. Nittsu Lemo Indonesia Logistics and able to handle emergency situations in carrying out its work, as a mediation variable.
- Organizational commitment has a positive and significant impact on employee performance at PT. Nittsu Lemo Indonesia Logistics. If the provision of organizational commitment to employees is further improved, then the performance of employees will increase as well, vice versa if the organizational commitment given to employees is low then the performance of employees will decrease. Organizational commitment has a very important role to improve employee performance through the fulfillment of the needs given to the employee organization.
- Organizational commitment has an indirect effect on employee performance through work motivation as a mediation variable at PT. Nittsu Lemo Indonesia Logistics. The indirect effect of organizational commitment to employee performance through work motivation yields a value of 0.270, whereas the direct influence of organizational commitment on employee performance results in a value of 0.288, which means that direct influence is greater than indirect influence. This means that work motivation cannot be a mediating variable between organizational commitment and employee performance, so that work motivation does not need to be considered to improve employee performance as a mediation variable.
- Motivation of work have a positive and significant impact on employee performance on employees of PT. Nittsu Lemo Indonesia Logistics. If the work motivation is given high, then the performance of employees will increase. Vice versa if the work motivation given to employees is low, then the performance of employees will decrease because it does not create work motivation on the employee.

The suggestions in this study are as follows:

- It is expected that the company can provide in-house or outbound training that can enhance and stimulate the emotional intelligence of employees.
- Companies are expected to hire contract employees who have long joined to be permanent employees so that employees can provide a high commitment to the company (organization) in the form of loyalty.
- It is expected that the company remains consistent to provide bonuses that have been given in order to increase motivation to achieve from employees.
- In order to reduce the level of errors or working irregularities, then the employees should further improve its performance which can then give a good impact for the company.

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