

Analysis of the Effect of Emotional Intelligence and Social Intelligence on Employee Performance with Organizational Commitment as Intervening Variable (Case Study on the Supervision and Service Office of Customs and Excises Madya Type Pabean Belawan)

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ABSTRACT

This research was conducted at the Supervision and Service Office of the Customs and Excises Madya Type of Pabean Belawan. This study aims to analyze how the Effect of Emotional Intelligence and Social Intelligence on Employee Performance with Organizational Commitment as Intervening Variables at the Supervision and Service Office of the Customs and Excises Madya Type of Pabean Belawan. This research is a quantitative type of research, research that uses causality as well as inferential. The numbers of samples in this study were 108 respondents. In accordance with the hypothesis that has been formulated, then in this study inferential statistical data analysis was assessed using SmartPLS (Partial Least Square) software. Based on testing that has been done, the test of the significance of direct influence shows that the independent variables (emotional intelligence and social intelligence) have a positive and significant effect on the improvement variables (performance) and intervening variables (organizational commitment), and positive and significant intervening variables (organizational commitment) on variables success (performance). Emotional intelligence and social intelligence can influence organizational commitment by 32.1%, and emotional intelligence, social intelligence, and organizational commitment can affect performance by 68.6%.

Keywords: Emotional Intelligence, Social Intelligence, Organizational Commitment, Performance.

INTRODUCTION

According to Duwit (2015) the real foundation in an organization is performance. If there is no performance then all parts of the organization, the goals will not be achieved. The good performance of employees is of course a hope for an agency, because employee performance is ultimately expected to improve the overall performance of the agency (Suherman and Rozak, 2019). Performance is a universal concept which is the operational effectiveness of an agency, its division and employees based on predetermined criteria and standards. In the study of employee performance management, there are several important things that need to be considered because the individual performance of an employee in an agency is part of the performance of an agency that can determine the performance of the agency. The success or failure of the employee's performance that has been achieved by the agency will be influenced by the level of performance of the employees individually or in groups. Performance needs to be used as an evaluation material which will also increase an employee's organizational commitment.

Organizational commitment is one of the factors that must receive management attention in an effort to improve employee performance. According to Suherman and Rozak (2019), the results obtained by an agency in realizing its goals are determined by the commitment that the employee has to the institution, namely the attitude of being willing to work hard and stay in the agency. Organizational commitment is also characterized by three things, namely a strong belief in the organization as well as acceptance of the goals and values of an organization, a strong desire to maintain a strong relationship with the organization and readiness and willingness to strive for the benefit of the organization (Latief et al. al., 2019).

In a growing organization, one must be able to manage one's own emotional intelligence in order to be able to relate well with others, have the capacity to make good policy breakthroughs in improving performance and have an impact on the running of the organization. Achieving the goals of the agency is very dependent on the performance and organizational commitment that exists in an employee, where each has differences. According to Rosa (2019), an employee with good emotional intelligence and high self-confidence will have an impact on performance. Usually the employee is more in control of every problem that exists and has the confidence to solve it well without getting carried away by emotion.

Apart from emotional intelligence, social intelligence is also one of the factors that affect employee performance. According to Goleman (2016), social intelligence is the ability to regulate emotions and behavior to establish effective interactions with other people or their environment. Social intelligence is also defined as the abilities and skills that exist in a person in social interaction with those around him and also in establishing relationships with community groups, which are characterized by self-maturity to

understand others, provide motivation, and be able to work together with others.

The Belawan Customs Madya Type Supervision and Service Office for Customs actively supports the implementation of the duties and functions of the Directorate General of Customs and Excises as a trade facilitator and industrial assistance to support the smooth flow of exported and imported goods and support the development of domestic industries, as a community protector through preventive efforts illegal entry of imported goods, as well as a revenue collector through efforts to collect state revenue from the customs sector in order to support the development and economy of the Unitary State of the Republic of Indonesia.

Table 1: Performance Achievements of Belawan Customs Madya Type

KPPBC Employees			
Employee Performance Achievements			
	2017	2018	2019
Enough	1	2	2
Good	55	55	24
Very Good	132	149	205
Total employees	188	206	231

It is known that in 2017 the performance of employees with criteria was only 1 person, then in 2018 and 2019 there were 2 people. There are 55 employees with good criteria for their performance in 2017 and 2018, and 24 people in 2019. In a very good classification, in 2017 there were 132 employees out of 188 total employees, 2018 there were 149 employees out of 206 total employees, while in 2019 there were 205 employees out of 231 total employees.

Table 2: Target and Realization of Service User Satisfaction

Belawan Customs Madya Type KPPBC		
Year	Target	Realization
2017	4 (Scale 5)	4,02 (Scale 5)
2018	4,06 (Scale 5)	3,94 (Scale 5)
2019	4,01 (Scale 5)	3,89 (Scale 5)

It can be seen that there is a decrease in the realization of service user satisfaction at the Supervision and Service Office of the Customs and Excises Madya Type of Pabean Belawan, where in 2017 it was 4.02 then in 2018 it fell to 3.94 and in 2019 it also decreased to 3.89. Therefore, it is

necessary to know what causes the decline in the performance of these employees, because every Belawan Customs Madya Type KPPBC employee has the desire to excel in everything, including in the field of work, especially to realize the goals, objectives, vision and mission of the agency.

Success and success in performance are not only supported by intellectual abilities, but it requires employee organizational commitment as well as the ability to manage their own emotions and social intelligence. Commitment is needed by the agency so that competent human resources in the institution can be maintained and well maintained.

The research begins with a presurvey questionnaire, namely by interviewing the Head of the General and Civil Service Subdivision and preliminary research, the following results are obtained:

1. The results of the research questionnaire regarding organizational commitment. The willingness of employees to feel very happy about spending the rest of their career in the institution is 70%. Employee loyalty in terms of being too detrimental if leaving the agency is 70%, and employee pride in terms of boasting the agency to others outside the agency is 68%. The accumulated total score of 104 from the ideal score of 150 or 69.3%. These results show the organizational commitment of the Belawan Customs and Excises Supervision and Service Office employees in the medium criteria.
2. The level of emotional intelligence to recognize the employee's own emotions in the sense of knowing exactly what makes him angry is 58%, employee emotional intelligence to manage his emotions is 56%, in motivating himself in case even though he is angry trying to keep motivating himself alone accounted for 68%, recognizing other people's emotions in the sense of being able to know other people's moods was 64%, and building relationships with

others in terms of being able to be friends with anyone was 66%. The accumulated total score of 156 from the ideal score of 250 or 62.4%. These results indicate the level of emotional intelligence for employees of the Belawan Customs and Excises Supervision and Service Office, which is categorized as moderate.

3. Basic empathy for employees in terms of being able to empathize with each employee and others by 64%. Harmony in working together to achieve goals without crossing is worth 70%. The accuracy of employee empathy in feeling what other people feel is 66%. Social cognition in terms of socializing with the surrounding environment is 72%. 72% of employees pay attention to the needs of others or something that happens around them. 68% synchronous in terms of being able to understand nonverbal language so that they can establish social interactions well. The ability to carry yourself well when building interactions with others is 68%, and the influence of employees on people who interact with employees is 70%. The lowest score result is basic empathy, which is 64%. The accumulation of the total score is 68.7% or it is included in the moderate criteria.
4. Social intelligence of some employees of the Belawan Customs and Excises Supervision and Service Office, responding and adapting to be one of the causes that affect employee performance. Agencies must act carefully in placing employees in assigned jobs. According to Marga (2016), it is very important to identify what factors can affect employee performance. Employees are humans who have differences in attitudes, behavior, motivation, education, abilities and experiences that differ from one individual to another, including in performance.
5. Emotional intelligence and social intelligence affect the performance of

the employees of the Belawan Customs and Excises Supervision and Service Office when I interviewed several of them and I gave a pre-survey questionnaire like the results. The differences between emotional intelligence and social intelligence that are owned by these employees need special attention from agencies and need to be managed properly. This difference will certainly have an impact on the effectiveness of employee performance in the agency. These differences need to be considered because if not, it will cause new problems for employees who are less able to adjust to their work with emotional intelligence and social intelligence including the characters they have.

Performance

Mulyadi (2015) defines performance as a result of work achieved by workers or employees in quality and quantity in accordance with their duties and responsibilities. According to Edison (2016) performance is the result of a process that refers and is measured over a certain period of time based on predetermined terms or agreements. It can be concluded that performance is the result that a person expects from a work implementation process that has been charged based on predetermined authority and work standards.

According to Sim Continak (2005) performance is influenced by:

- a. Quality and abilities of employees, namely matters related to education / training, work ethic, work motivation, mental attitudes (emotional intelligence, social intelligence), and the physical condition of employees.
- b. Supporting facilities, namely matters relating to the work environment and matters relating to employee welfare.
- c. Supra means, namely matters related to government policies and industrial relations management.

Organizational Commitment

Organizational Commitment can grow because individuals have emotional ties to institutions which include moral support and accepting the values that exist within the institution as well as an internal determination to serve the agency. According to Sopiah (2008), there are three factors that influence employee commitment to the organization, namely:

1. Personal characteristics of performance, including tenure in the organization and the different needs and wants of each employee.
2. Job characteristics, such as job identity and the opportunity to interact with colleagues in the organization.
3. Work experience, such as past reliability of the organization and the way workers express / talk about their feelings about the organization.

Emotional Intelligence

Emotional Intelligence (emotional intelligence) is the formation of emotions that includes control skills and self-readiness to face all uncertainties to achieve the goal of building productive relationships and achieving success. According to Goleman (2016) emotional intelligence is the ability to self-control, enthusiasm and persistence, and the ability to motivate yourself. Emotions are usually generated by external events and emotional reactions shown at the events and sometimes generated by motivation, so that between emotions and motivation there is an interactive relationship.

Social Intelligence

Social intelligence (social intelligence) is also called interpersonal intelligence, namely people who are able to understand, interact, and relate well to other people. This interpersonal intelligence includes understanding other people, social skills and relationship skills (Alder, 2001). Buzan (2002) states that people who have good social intelligence will be able to communicate with other people using their

brain and body. They have the ability to read other people's body language. Furthermore, Albrecht (2006) suggests social intelligence is the ability to get along well and invite others to work together. Based on these definitions, it shows that social intelligence is the ability of an employee to interact with other employees to work together even though they have different social backgrounds. Employees who have high social intelligence will be able to understand who they are, where they are, and how their position is in an

institution and are able to live harmoniously and in harmony with their environment.

Conceptual Framework

Research wants to see and analyze how much Emotional Intelligence and Social Intelligence on employee performance through organizational commitment. In accordance with the description on the background of the problem, literature review and previous research, a conceptual research framework is prepared as follows:

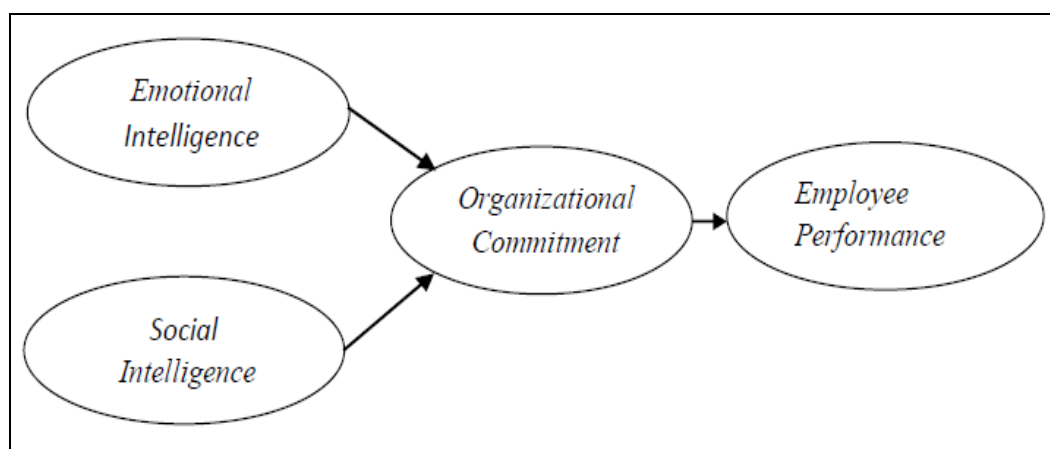


Figure 1: Research conceptual framework

The operational definition and measurement of variables are explained as follows:

1. Emotional Intelligence (X1) is an employee's feeling that encourages him to respond or act on stimuli that arise, either from within or from outside the individual employee. The dimensions used are self-awareness, self-regulation, motivation, empathy and social skills.
2. Social Intelligence (X2) is the ability of employees to interact with other employees to work together even though they have different backgrounds. The dimensions used are social sensitivity, social insight, social communication.
3. Performance (Y) is the result expected by an employee from a work implementation process that has been charged based on the set authority and work standards. The indicators used are work achievement and initiative.

4. Organizational Commitment (Z) is the attitude and actions of employees to remain in the organization involved in achieving the vision, mission and goals of the organization. The dimensions used are affective commitment, ongoing commitment and normative commitment.

RESEARCH METHOD

This type of research is included in the type of quantitative research, the approach used is causality and inferential. This study uses statistical analysis which aims to test the hypothesis (Sugiyono, 2017). With a causal research approach, research is conducted to investigate cause-and-effect relationships by observing the effects that occur and the possible factors (causes) that cause these effects (Sinulingga, 2018).

The study used a questionnaire for data collection by giving a set of questions or written statements to respondents to answer them (Sugiyono, 2010: 199).

The questionnaire was conducted on the population, namely all employees of the Supervision and Service Office of the Customs and ExcisesMadya Type of Pabean Belawan, totaling 219 employees. Sampling in the study is dependent on the number of indicators multiplied by five to ten. So the sample in this study was 108 people.

The technique for analysis used is SEM (Structural Equation Modeling), using Partial Least Square (PLS) using computer software, namely the SmartPLS 3 program. Hair et al. (2010).

RESULT AND DISCUSSION

Descriptive Respondents

It is known that of the 108 respondents, most of them were less than or equal to 30 years of age as many as 52 people or 48.15%, while the least were respondents who were more than 50 years old, namely only 10 people or 9.26%. Meanwhile, respondents aged 31 to 40 years were 22 people or 20.37%, and respondents aged 41 to 50 were 24 people or 22.22%. Respondents with male gender were greater, namely as many as 94 people or 87.04% than female respondents, namely 14 people or 12.96%. This is a natural thing, because usually customs officials are dominated by men.

The educational level of employees at Supervision and Service Office of the Customs and ExcisesMadya Type of Pabean Belawanis mostly Diploma as many as 61 people or 56.48%, Postgraduate as many as 11 people or 10.19%, Bachelor as many as 27 people or 25.00%, and SMA as many as 9 people or as much as 8.33 %. The final education of customs officials is more dominant with Diploma and the lowest percentage is high school graduates with 9 people or 8.33%.

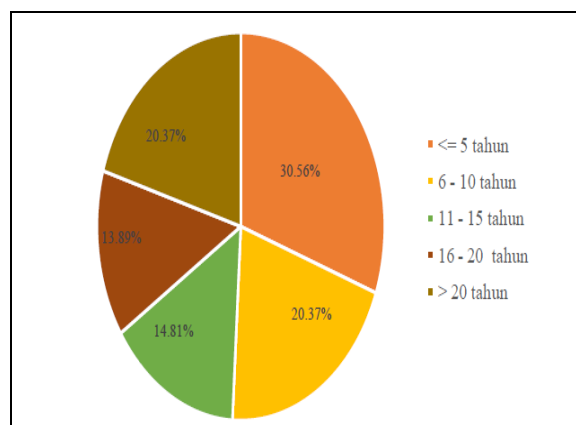


Figure 2: Characteristics of Respondents by Working Period

The most dominant employee working period is less than or equal to 5 years, which is 30.56%, followed by employees who have a service period of 6 to 10 years and more than 20 years with the same percentage of 20.37%, employees with a Work 11 years to 15 years with a percentage of 14.81% and employees who work 16 years to 20 years are employees who have the lowest percentage, namely 13.89%.

Outer Model Evaluation (Measurement Model): Validity and Reliability Testing

Based on testing the validity of the loading factor in Figure 3, all loading values are >0.7, which means that they have met the validity requirements based on the loading value. Furthermore, the validity test is carried out based on the Average Variance Extracted (AVE) value.

Table 3: Validity Testing Based on Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
EI (X1)	0.923
KIN (Y)	0.958
OC (Z)	0.956
SI (X2)	0.937

The recommended AVE value is above 0.5 (Sholihin and Ratmono, 2013). It is known that all AVE values are > 0.5, which means that they have met the validity requirements based on AVE. Furthermore, reliability testing is carried out based on the Composite Reliability (CR) value. The recommended CR value is above 0.7 (Sholihin and Ratmono, 2013). It is known

that all CR values are > 0.7, which means that they have met the reliability requirements based on CR. Furthermore, reliability testing was carried out based on the Cronbach's Alpha (CA) value. The recommended CA value is above 0.7

(Sholihin and Ratmono, 2013). It is known that all CA values are > 0.7, which means that they meet the reliability requirements based on Cronbach's alpha.

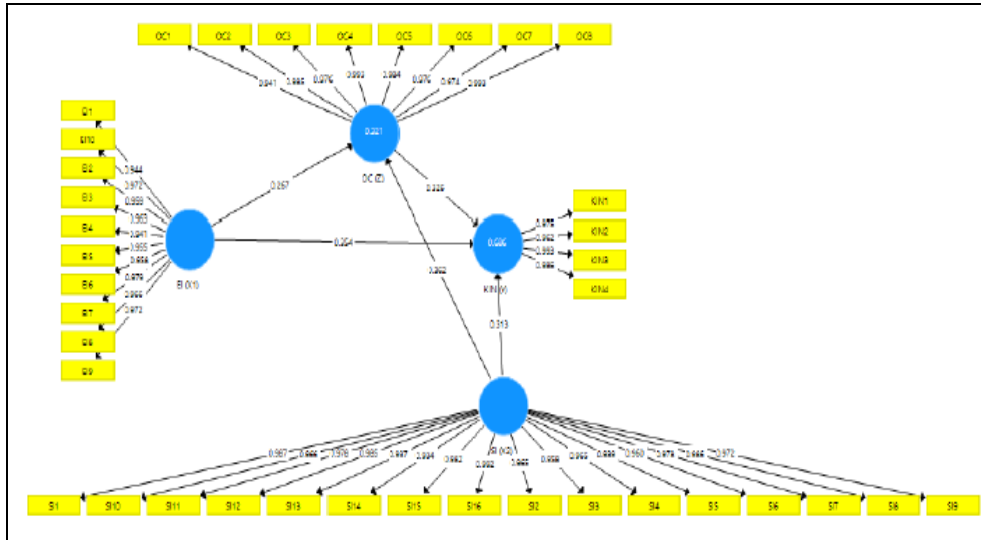


Figure 3: Path Diagram Based on the Value of Loading Factors

Table 4: Discriminant Validity Testing

	EI (X1)	KIN (Y)	OC (Z)	SI (X2)
EI (X1)	0.961			
KIN (Y)	0.707	0.979		
OC (Z)	0.490	0.664	0.978	
SI (X2)	0.618	0.703	0.527	0.968

In discriminant validity testing, the square root value of the Average Variance Extracted (AVE) of a latent variable is

compared with the correlation value between the latent variable and other latent variables. It is known that the square root value of AVE for each latent variable is greater than the correlation value between this latent variable and other latent variables, so that it is concluded that it has met the discriminant validity requirements as in the Table. 4

Significance Test of Direct and Indirect Effects

Table 5: Path Coefficient and P-Value (Direct Effect Significance Testing)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
EI (X1) -> KIN (Y)	0.354	0.353	0.098	3.624	0.000
EI (X1) -> OC (Z)	0.267	0.276	0.103	2.601	0.010
OC (Z) -> KIN (Y)	0.326	0.323	0.080	4.075	0.000
SI (X2) -> KIN (Y)	0.313	0.312	0.085	3.661	0.000
SI (X2) -> OC (Z)	0.362	0.354	0.098	3.692	0.000

Based on the results in Table 5, the results obtained:

1. Emotional intelligence has a positive effect on organizational commitment with a path coefficient of 0.267 and is significant with a P-Values value of 0.010 < 0.05.
2. Social intelligence has a positive effect on organizational commitment with a path coefficient value of 0.362 and significant with a P-Values value of 0.000 < 0.05.
3. Emotional intelligence has a positive effect on performance with a path

- coefficient of 0.354 and is significant with a P-Values value of $0.000 < 0.05$.
- Social intelligence has a positive effect on performance with a path coefficient of 0.313 and significant with a P-Values value of $0.000 < 0.05$.
 - Organizational commitment has a positive effect on performance with a path coefficient of 0.326 and significant with a P-value of $0.000 < 0.05$.

- The coefficient of determination for the organizational commitment variable is 0.321, which means emotional intelligence; social intelligence can affect organizational commitment by 32.1%.
- The coefficient of determination for the latent performance variable is 0.686, which means emotional intelligence, social intelligence; organizational commitment can affect performance by 68.6%.

Table 6: Presents the results of the coefficient of determination (R-square) as follows:

	R Square
KIN (Y)	0.686
OC (Z)	0.321

The results of the path coefficient and the significance test for the indirect effect as follows:

Based on Table 6, it is known:

Table 7: Path Coefficient and P-Value (Testing the Significance of Indirect Effects)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O-STDEV)	P Values
EI (X1) -> OC (Z) -> KIN (Y)	0.087	0.090	0.041	2.124	0.034
SI (X2) -> OC (Z) -> KIN (Y)	0.118	0.114	0.042	2.837	0.005

Based on the results in Table 7, the results obtained:

- The indirect effect of emotional intelligence on performance, organizational commitment is 0.087 and significant with a P-Values value of $0.034 < 0.05$. In other words, organizational commitment significantly mediates the relationship between emotional intelligence and performance.
- The indirect effect of social intelligence on performance, organizational commitment is 0.118 and significant with a P-Values value of $0.005 < 0.05$. In other words, organizational commitment significantly mediates the relationship between social intelligence and performance.

Customs and ExcisesMadya Type of Pabean Belawan.

- Emotional intelligence has a positive and significant effect on employee performance at the Supervision and Service Office of the Customs and ExcisesMadya Type of Pabean Belawan.
- Social intelligence has a positive and significant effect on employee organizational commitment at the Supervision and Service Office of the Customs and ExcisesMadya Type of Pabean Belawan.
- Social intelligence has a positive and significant effect on employee performance at the Supervision and Service Office of the Customs and ExcisesMadya Type of Pabean Belawan.
- Organizational commitment has a positive and significant effect on employee performance at the Supervision and Service Office of the Customs and ExcisesMadya Type of Pabean Belawan.

CONCLUSION

- Emotional intelligence has a positive and significant effect on organizational commitment of employees at Supervision and Service Office of the

6. Organizational commitment significantly mediates the relationship between emotional intelligence and employee performance at Supervision and Service Office of the Customs and Excises Madya Type of Pabean Belawan.
7. Organizational commitment significantly mediates the relationship between social intelligence and employee performance at the Supervision and Service Office of the Customs and Excises Madya Type of Pabean Belawan.

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