Impact of Emotional Intelligence on Employee Performance with Locus of Control as Moderation Variable (Study at PT. TOR Ganda Medan)

by Ni Bulan Tapi Rondang

IMPACT OF EMOTIONAL INTELLIGENCE ON EMPLOYEE PERFORMANCE WITH *LOCUS OF CONTROL* AS MODERATION VARIABLE (STUDY AT PT. TOR GANDA MEDAN)

By:
Tapi Rondang Ni Bulan[1], Annisa Suvero Suhyar[2], Dear Sucy Rahmadhany[3]
[1,2,3]Faculty of Business Economics, Harapan Medan University
[1]tapinibulan@gmail.com

Abstract

This study aims to find out Emotional Intelligence to Employee Performance with locus of control as a moderation variable at PT. Tor Ganda Medan. Moderated Regression Analysis (MRA) research design is used as an analytical tool to determine the direction of the variables studied as well as justify how significant the influence of independent variables on dependent variables with the influence of moderation variables. The study used associative methods. The population of 162 people, with a sample of 115 respondents, was obtained using the slovin formula system. The results showed that Emotional Intelligence has a positive and significant effect on Employee Performance. The Locus of Control cannot moderate to the relationship between Emotional Intelligence and Employee Performance.

Keywords: Emotional Intelligence, Locus of Control, Employee Performance

1. INTRODUCTION

Human resources (HR) is the main potential of humans to act as social creatures capable of adaptive and transformative self-regulation. Managing human resources is the most important thing in a company's program, a successful company is a company that can be seen from the necessary capital managed as a necessity because it is one of the elements of company ownership.

Performance is a benchmark for employees in carrying out the tasks faced, and efforts to conduct important performance assessments are carried out to find out the measure of good performance (Wuryaningsih & Kuswati, 2013). Meanwhile, according to (Guritno & Waridin, 2005) performance can be a comparison of work done by employees with predetermined guidelines. Therefore, performance is the result of work completed by employees who are balanced with the part or assignment of the employee within a predetermined period of time, associated with the standard of appreciation or degree of the company in which the employee works. So that performance can be a comparison between employee performance and the benchmarks given.

According to (Mangkunegara, 2010), employee performance (work efficiency) is the result of the quality and quantity of work that has been completed by employees by carrying out tasks in accordance with the responsibilities given. When employee performance declines, the company must pay attention and consider what is the cause of the decline in employee performance in the company. One of the causes of decreased performance is emotional intelligence in employees. As an effort to improve performance, the role of the company is needed to meet the emotional intelligence of some of its employees such as providing motivation and direction to its employees. Where emotional intelligence is a person's ability measured not only by the intelligence of logic and language, but also by the intelligence of others where that can expand thinking a lot. People about the success factors.

Emotional intelligence that well possible someone.to be able to make the right choice even under pressure. Emotional intelligence also allows a person to demonstrate their integrity. People with emotional intelligence actually have pressure to think under pressure, to act ethically, to live up to standards, and to get things done. Emotional intelligence is the use of feelings well to get the right goals, build productive work relationships and achieve job satisfaction. According to (Goleman et al., 2010) emotional intelligence has five parts that affect employee performance such as, self-awareness, self-regulation, motivation, empathy, and social competence. Self-awareness is a sense of understanding of oneself, self-regulation is the capacity to accumulate emotions, motivation is the capacity to arouse excessive arousal, empathy is the ability to understand the emotions of others, and social competence is the ability to interact with others.

Inside.this study author made PT. Tor Ganda Medan as a research material located at Jl. Abdullah Lubis No. 26, Petisah Hulu, Medan 20153. PT. Tor Ganda Medan is a leading and rapidly growing national private company engaged in oil palm plantations and oil palm processing plants in North Sumatra.

From the results of the pre-survey of emotional intelligence of employees at PT. Tor Ganda Medan is still unfulfilled. Where is emotional intelligence in some employees of PT. Tor Ganda

Medan is still lack of empathy for fellow employees, lack of self-management, lack of motivation for each other, and lack of social skills.

Lack of optimal emotional intelligence also has an impact on the Locus of Control which is still not optimal also on employees. Locus of control is one of the dominating factors of performance, both internally and externally. The Locus of Control is a related variable indicating that a person's personality is to be more confident in the control that exists within himself in his life than outside Their personalities (Spector, 2002). But Locus of Control of PT. Tor Ganda Medan is not optimal because there are still some employees who lack trust with each other.

2. RESEARCH METHODS

This type of research was conducted to find out between the relationship of emotional intelligence to employee performance through locus of control. Therefore this type of research is a suptuitive approach in the form of associative which aims to find out the relationship between two or more variables (Sugiyono, 2014). This research was conducted at PT. Tor Ganda Medan is located at Jl. Abdullah Lubis No. 26, Petisah Hulu, Medan Baru 20153. The study time was conducted from June to December 2021. The population in the study was 162 employees with a sample of 115 respondents. The sample withdrawal in this study was using the slovin formula with an error rate of 5%. In this study, the source of research data used was through data from questionnaires. The analysis method used is Moderated Regression Analysis (MRA) with statistical package for social science (SPSS) program version 22.0.

3. RESULTS AND DISCUSSION
Descriptive Statistics

Descriptive statistical analysis is a statistic used to analyze data by describing or describing the data that has been collected as it is without intending to conclusions that apply to the general or generalization (Ghozali, 2018). To assess each variable of the respective question items, the analysis used with SPSS version 22.0 by looking at the results of the table is seen in the frequency analysis results.

Validity Test Results

The following is presented the results of the validity test test for each item of research questionnaire contained in the variables in PT. Tor Ganda Medan on Table 1 - Table 3.

Table 1. Emotional Intelligence Validity Test Results (X1)

Statement	r count	r tabel	Information
Item 1	0.642		Valid
Item 2	0.642		Valid
Item 3	0.602		Valid
Item 4	0.733		Valid
Item 5	0.814	0.183	Valid
Item 6	0.800		Valid
Item 7	0.468		Valid
Item 8	0.552		Valid
Item 9	0.675		Valid
Item 10	0.655		Valid
Item 11	0.669		Valid
Item 12	0.397		Valid
Item 13	0.710		Valid
Item 14	0.690		Valid
Item 15	0.653		Valid

Table 2. Locus of Control Validity Test Results (X2)

Statement	r count	r tabel	Information
Item 1	0.289		Valid
Item 2	0.476		Valid
Item 3	0.465		Valid
Item 4	0.411	0.183	Valid
Item 5	0.270		Valid
Item 6	0.250		Valid
Item 7	0.359		Valid

Table 3. Employee Performance Validity Test Results (Y)

Statement	r count	r tabel	Information
Item 1	0.506		Valid
Item 2	0.440		Valid
Item 3	0.429		Valid
Item 4	0.324		Valid
Item 5	0.478		Valid
Item 6	0.473		Valid
Item 7	0.242	0.183	Valid
Item 8	0.289		Valid
Item 9	0.265		Valid
Item 10	0.465		Valid
Item 11	0.359		Valid
Item 12	0.521		Valid

Based on the results of Table 1-Table 3 shows that the statement items in the emotional intelligence table, locus of control, and employee performance have a value of r count > r table (0.183) it can be concluded that all questionnaire items are declared valid and can be used as a reference for further research.

Reliability Test Results

Reliability tests are performed to see how much the degree of the test measures the state level consistently at the measured target. The standard value of Cronbach's Alpha is 0.600. Variable statement items are declared reliable if cronbach's Alpha values count > Cronbach's Alpha standard. The results of this reliability test can be seen in the following table:

Table 4. Variable Reliability Test Results

Variable	Cronbach's Count	Cronbach's Standard	Result
Emotional Intelligence (X1)	0.918		
Locus of Control (X2)	0.673	0.600	Reliabel
Employee Performance (Y)	0.761		

Based on the results in Table 4 that Cronbach's Calculate value on the emotional intelligence variable (X1) is 0.918, the locus of control variable (X2) is 0.673, and the employee performance variable (Y) is 0.761. The overall result on each variable has Cronbach's Calculated value > 0.600. It means that all variables are declared reliable.

Simple Analysis Regression Test Results

This test is done aimed at finding out how much influence free variables (emotional intelligence) have on bound variables (employee

performance). Based on testing using SPSS 22.0, the test results can be seen as follows:

Table 5. Simple Analysis Regression Test

	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients		
Type	B	Std. Error	Beta	T	Sig.
1 (Constant)	33.400	3.242		10.302	.000
Kecerdasan_Emosional	.259	.050	.437	5.162	.000

Source: SPSS IBM Statistic 22

Based on the table above, the results can be concluded as follows:

$$Y = a + bX$$
$$Y = 33,400 + 0.259X$$

The equation can be translated as follows:

- The constant of 33,400 means that the value of the Employee Performance variable constant is 33,400.
- Regression coefficient X of 0.259 states that every 1% change in emotional intelligence value, then the employee performance value increases by 0.259. The regression coefficient is positive, so it can be said that the direction of influence of variable X on Y is positive.

Moderation Effect Test Results (Moderated Regression Analysis)

This moderation effect test is performed to find out whether the moderation variable is able to weaken or strengthen the relationship between free variables and bound variables. This test is done by the interaction test method using SPSS 22.0, and can be seen the results in the table below:

Table 6. Moderation Effect Test Results

	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients		
Type	B	Std. Error	Beta	T	Sig.
1 (Constant)	-82.149	48.779		-1.684	.095
Kecerdasan_Emosional	1.721	.749	2.904	2.298	.023
Locus_of_Control	4.257	1.731	1.639	2.460	.015
Interaction	-.054	.026	-3.431	-2.058	.042

Source: SPSS IBM Statistic 22

Based on the table above, it can be explained that the interaction variable is not a moderation variable for free variables because the value is insignificant, namely 0.042 < 0.05. It can also be seen from the beta interaction variable that is -0.054 which can be interpreted that the Locus of Control variable weakens for emotional intelligence variables with insignificant values it can be concluded that the Locus of Control variable is not a moderation variable for emotional intelligence variables.

The classic assumption test performed:

a. Normality Test Results

This normality test is carried out to determine the distribution of data from the Moderated Regression Analysis (MRA) method with independent variables, namely Emotional Intelligence (X1) and Locus of Control (X2) using the Kolmogorov-Smirnov Non parametric statistical test (K-S). If the significant value is greater than the significance of 0.05 (sig > α) then the data is distributed normally. The following is explained the results of the Moderateed Regression Analysis (MRA) normality test as follows:

Table 7. Kolmogorov Smirnov Normality Test Result (K-S)

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		115
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	4.23681597
Most Extreme Differences	Absolute	.042
	Positive	.033
	Negative	-.042
Test Statistic		.042
Asymp. Sig. (2-tailed)		.200^{c,d}

Source: SPSS IBM Statistic 22

Based on the table can be seen the results of the normality test where the significant result (2-tailed) of 0.200 > 0.05. Then it can be concluded that the residual value of the regression model has a normal distribution.

b. Multicollinearity Test Results

This multicollinearity test aims to determine the value of Variance Inflantion Factor (VIF). If the VIF value < 10 and the tolerance value > 0.1 then there is no problem with multicollinearity and vice versa if the VIF value > 10 and the tolerance value < 0.1 then there is a problem with multicollineartity. Here are the results of the multicollinearity test as follows:

Table 8. Multicollinearity Test Results

	Coefficients^a						
	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Type	B	Std. Error	Beta		ig.	Tolerance	VIF
1 (Constant)	17.459	6.060		2.881	.005		
Kecerdasan_Emosional	.184	.054	.310	3.394	.001	.797	1.255
Locus_Of_Control	.729	.237	.281	3.071	.003	.797	1.255

Source: SPSS IBM Statistic 22

Based on the table, the tolerance and VIF values of the Emotional Intelligence variables are 0.797 and 1.255. The tolerance and VIF values of the Locus of Control variables are 0.797 and 1.255. So it can be concluded that all free variables do not have a linear relationship or there is no multicollinearity.

c. Heterochemicity Test Results

This heterochemicity test aims to detect the presence or absence of heterochemicity by conducting a Glejser test. The Glejser test proposes togres residual absolute values against independent variables. The probability result is said to be significant if the significance value is above the trust value of 0.05. Here are the results of the heterochemicity test by conducting the Glejser test:

Table 9. Heterochemicity Test Results

Coefficientsa					
	Unstandardized Coefficients		Standardized Coefficients		
Type	B	Std. Error	Beta	t	Sig.
1 (Constant)	4.110	3.489		1.178	.241
Kecerdasan_Emosional	.057	.031	.191	1.836	.069
Locus_Of_Control	-.153	.137	-.117	-1.121	.265

Source: SPSS IBM Statistic 22

Based on the table above, it can be seen that the sig value in the Emotional Intelligence variable is sig 0.069 > 0.05 and while the sig value in the Locus of Control variable is sig 0.265 > 0.05. From the results it can be concluded that there is no heterochemicity in this regression model.

Test Result t (Partial Test)

This significance test is performed by comparing the values of t count and t table with t table for df = n – k, in this case n is the number of samples and k is the number of variables. T table at df = 115 – 3 = 112 is obtained at 1.981 at a probability of 0.05. Here are the partial test results:

Table 10. Test Result t (Partial Test)

Coefficientsᵃ					
	Unstandardized Coefficients		Standardized Coefficients		
Type	B	Std. Error	Beta	T	Sig.
1 (Constant)	17.459	6.060		2.881	.005
Kecerdasan_Emosional	.184	.054	.310	3.394	.001
Locus_Of_Control	.729	.237	.281	3.071	.003

Source: SPSS IBM Statistic 22

Based on the table above, it can be concluded that the results of the t test are as follows:

1. In the variable of Emotional Intelligence, it is known that the sig value of 0.001 < 0.05 and the value of t calculates 3,394 > t table 1,981 so that it can be said that Emotional Intelligence has a positive and significant effect on Employee Performance at PT. Tor Ganda Medan.

2. In the Locus of Control variable, a sig value of 0.003 < 0.05 and a calculated value of 3,071 > t table 1,981 is known so that it can be said that Locus of Control has a positive and significant effect on Employee Performance at PT. Tor Ganda Medan.

Test Result F (Simultaneous Test)

This f test is performed to test the significance or presence or absence of the influence of independent variables and dependent variables. To determine the value of F, it is necessary to have a free degree of numerator and a degree of free denominator, using the formula df (numerator) = k – 1. df (denominator) = n – k. The value of F count will be obtained using SPSS 22.0 and then will be compared with F table at the level of α = 5% = 3.08, with the following test criteria:

Table 11. Test Result F (Simultaneous Test)

ANOVAᵃ					
Type	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	695.631	2	347.815	19.036	.000b
Residual	2046.369	112	18.271		
Total	2742.000	114			

Source: SPSS IBM Statistic 22

Based on the table above can be seen the results of the F test simultaneously, and obtained the value F calculate = 19.036 with a significant level of 0.000. While F table = 3.08. The value F calculates > F table (19.036 > 3.08). So it can be concluded that these results are fit and worthy of use for this study.

Determination Coefficient Test Results (R^2)

The coefficient of determination (R^2) in this study was used to measure how far the model's ability to explain variations in dependent variables. The following can be seen the results of the coefficient of determination, namely:

Table 12. Determination Coefficient Test Result (R^2)

Model Summary				
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504a	.254	.240	4.27448

Source: SPSS IBM Statistic 22

Based on table it can be seen that the value of R Square (R^2) = 0.254. So it can be concluded that the ability of independent variables to explain variables bound to 0.254 or equivalent to 25.4% while the remaining 74.6% is explained in variables that are not included in this study.

Discussion

The results of research on the Impact of Emotional Intelligence on Employee Performance with Locus of Control as a Moderation Variable are as follows:

1. **Influence of Emotional Intelligence on Employee Performance in PT. Tor Ganda Medan**

The results of the data analysis in this study showed that the Emotional Intelligence variable obtained a t-count value > t table of 3,394 > 1,981 and a sig value of < 0.05, which is 0.001 < 0.05. Based on this, it can be concluded that emotional intelligence has a positive and significant effect on employee performance at PT. Tor Ganda Medan. It can be seen that the results of this study are in line with the results of research by Muhammad Subagio (2017) which in this study showed the results that emotional intelligence has a positive and significant effect on employee performance. This is because emotional intelligence has indicators consisting of self-awareness, self-regulation, motivation, empathy and social competence. Where emotional intelligence contributes well to employee performance at PT. Tor Ganda Medan, if a person has good emotional intelligence then he will be able to manage the potential he has optimally so that it will produce good performance. Emotional intelligence is needed by employees in achieving success both in the career field and in their social life. Besides being able to be seen in terms of indicators, age also affects emotional

intelligence to employee performance. Why so, because the age of over 20 years is on average already have a mature and broad enough mind to deal with all problems that exist, able to control emotions in oneself, and able to resist impulses of anger towards others.

2. The Influence of Locus of Control in Moderation Emotional Intelligence on Employee Performance in PT. Tor Ganda Medan

The results of the data analysis in this study showed that the Locus of Control variable obtained a significance value of $0.042 < 0.05$ while the value of B (parameter coefficient value) of -0.054 was negative. Based on this, it can be concluded that the locus of control is not able to moderate emotional intelligence to employee performance and the locus of control is not a moderation variable. It can be seen that the results of this study are in line with the results of ni Luh Putu Eka Yudi Prastiwi (2019) which in this study showed the results that the locus of control is not able to moderate emotional intelligence to employee performance and locus of control is not as a moderation variable. This is because the locus of control has internal and external indicators where not all respondents have a good response to the statements that have been made, so this locus of control indicator is not able to moderation or strengthen the relationship of emotional intelligence to employee performance.

4. CONCLUSION

Based on the results of research analysis and discussions that have been outlined earlier, conclusions can be drawn, namely as follows:

1. Emotional Intelligence has a positive and significant effect on employee performance at PT. Tor Ganda Medan. Thus it can be concluded that emotional intelligence has an influence on the performance of PT employees. Tor Ganda Medan.

2. Based on the results of the Moderated Regression Analysis test with residual tests showing that the locus of control (moderation variable) is not able to moderate emotional intelligence to employee performance at PT. Tor Ganda Medan.

Suggestion

The suggestion from the results of the study for future research is to add other moderation variables that can strengthen the variables freely in influencing the bound variables. As for PT. Tor Ganda Medan should continue to strive for the creation of an active work environment and provide support so that the locus of control is achieved at work so as to improve the performance of its employees.

5. REFERENCE

Achadiyah, B. N., & Laily, N. (2013). Pengaruh Locus of Control Terhadap Hasil Belajar Mahasiswa Akuntansi. *Jurnal Pendidikan Akuntansi Indonesia*, *11*(2), 11–18. https://doi.org/10.21831/jpai.v11i2.1687

Crider, A. B. (2005). Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja. *Jurnal Ilmiah Manajemen Dan Bisnis*, *21*(1), 60–68. https://doi.org/10.30596/jimb.v21i1.4149

Dharma, A. (2003). Pengaruh Locus of Control, Gaya Kepemimpinan Dan Komitmen Organisasi Terhadap Kinerja Auditor. *Accounting Analysis Journal*, *1*(1). https://doi.org/10.15294/aaj.v1i1.454

Ghozali, I. (2018). PENGARUH KOMPENSASI DAN LINGKUNGAN KERJA TERHADAP KINERJA KARYAWAN. *Journal of Management Studies*, *3*(1), 63–74. https://doi.org/10.51279/jan.v3i1.114

Goleman, D., Barlow, Z., & Bennett, L. (2010). Forging New Norms in New Orleans: From Emotional to Ecological Intelligence. *Teacher Education Quarterly*, *37*(4), 87–98. http://search.proquest.com/docview/79189529 9?accountid=14548%5Cnhttp://library.hku.hk: 4551/resserv?genre=article&issn=0737-5328&title=Teacher+Education+Quarterly&v olume=37&issue=4&date=2010-10-01&atitle=Forging+New+Norms+in+New+Or leans:+From+Emotional+to+

Guritno, B., & Waridin. (2005). Analisis Pengaruh Motivasi Intrinsik terhadap Kepuasan Kerja yang Berdampak pada Kinerja Karyawan di PT. Jhons GF Semarang. *Buletin Bisnis & Manajemen*, *02*(02), 46–58.

Mangkunegara, A. A. A. P. (2010). Pengaruh Locus Of Control Terhadap Kinerja Karyawan (Studi Pada Karyawan Di PT X). *Jurnal Manajemen Bisnis*, *5*(1), 31–39. https://doi.org/10.18196/mabis.v5i1.613

Spector, E. al. (2002). Locus of Control and Well-Being At Work: How Generalizable Are Western Findings? *Measurement Techniques*, *21*(6), 746–748. https://doi.org/10.1007/BF00823540

Sugiyono, P. D. (2014). Metode penelitian pendidikan pendekatan kuantitatif.pdf. In *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif Dan R&D* (p. 12).

Wuryaningsih, & Kuswati, R. (2013). Analisis Pengaruh Locus of Control pada Kinerja Karyawan. *Peran Perbankan Syariah Dalam Penguatan Kpasitas Umkm Menuju Kemandirian Ekonomi Nasional*, 276–281. https://publikasiilmiah.ums.ac.id/bitstream/ha ndle/11617/3818/25. Wuryaningsih dan Rini.pdf?sequence=1

Impact of Emotional Intelligence on Employee Performance with Locus of Control as Moderation Variable (Study at PT. TOR Ganda Medan)

19% SIMILARITY INDEX

14% INTERNET SOURCES

7% PUBLICATIONS

9% STUDENT PAPERS

1%

★ www.falsburgers.biz
Internet Source

Exclude quotes	Off	Exclude matches	Off
Exclude bibliography	Off		