



Employee Loyalty is Reviewed from Emotional Intelligence, Commitment and Self Efficacy (Case Study at Diponegoro National Hospital Semarang)

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Abstract

The purpose of conducting this research is to determine the effect of emotional intelligence, commitment and self-efficacy on employee loyalty at the Diponegoro National Hospital, Semarang. This research is a quantitative study 215 respondents. Data collection system using a questionnaire. This research uses the classical assumption test, multiple linear regression analysis, t test, F test, and the coefficient of determination test. The results of the F (simultaneous) test show that employee loyalty is significantly influenced by emotional intelligence, commitment and self-efficacy simultaneously. While the t test (partial) shows that employee loyalty at the Diponegoro National Hospital Semarang is negatively and significantly affected by emotional intelligence while commitment, self-efficacy, and competence have a positive effect on employee loyalty at the Diponegoro National Hospital Semarang individually (partial).

INTRODUCTION

An institution wants to face obstacles to achieving goals without the support of officials. One of the efforts tried by maximizing employees, and maintaining to realize the vision of the mission that is the goal of the industry. Loyalty arises because the understanding of officials and institutions is a party that needs each other. For Heryati (2016) loyalty is loyalty to the industry, so do not expect anything in return. High employee loyalty can make it easier for the industry to achieve its goals. There are aspects that support employee loyalty to the institution, one of which is emotional intelligence, commitment, self efficacy. For Krisna and Marpaung (2012) emotional intelligence contributes to a person's success. This shows that an emotionally intelligent person wants to be able to identify own emotions. Employees who have good emotional intelligence want to be able to think clearly, even in difficult conditions (Setyaningrum et al., 2016).

In an industry commitment is considered very meaningful, because commitment makes people more concerned with industry than individual interests. If employees have a big commitment, until loyalty will increase (Hardianty, 2014). Self-efficacy means increased loyalty. An employee who has self-confidence wants to complete work more actively and diligently. Great self-confidence wants to be able to overcome obstacles in completing the work (Rozi et al., 2018).

Diponegoro National Hospital located in Tembalang is an institution under the auspices of Diponegoro University Indonesia. Diponegoro National Hospital Semarang has a vision and mission, the vision of RSND becomes the leading Learning hospital in the Asia Pacific region in 2026, on the contrary, rsnd's mission is to organize the learning of doctors and other health workers, together with related faculties, conduct research as a contribution to the development of science and technology, Distribute quality plenary individual health services, Organize the dedication of science-based citizens and appro-

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appropriate technology, Carry out planning, application, assessment and revision evenly on a regular and structured basis.

To improve proper service to outpatient and inpatient services, loyal employees are needed. Loyalty between large employees wants to support the service so that it continues to be maximal. Some aspects that support loyalty include employees can regulate their emotions and the emotions of others, employees have great self-confidence to facilitate in performing services, or consultation between doctors, nurses and sufferers, and supported by the ability of each employee.

In accordance with the background above, the loyalty of employees can be influenced by emotional intelligence and self Efficacy. This is the basis of this research with the title employee loyalty reviewed from emotional intelligence, commitment and self efficacy (Research on the problems of Diponegoro National Hospital Semarang).

Employee Loyalty

Jun et al. (2006) state that loyalty is used in employee evaluations that include job loyalty to work, position, and industry. Loyalty reflects the desire of employees to protect the name of both the industry outside and within the industry. Employee loyalty is not formed just like that in an industry, but there are aspects in it that realize employee work loyalty. For Heryati (2016) aspects of loyalty include obeying the rules is obeying and carrying out every policy applied in the industry to control and manage tasks properly; The responsibility to the industry is the ability of employees to perform their duties as well as possible and be able to receive every effect in doing their duty to share interpretations of courage and understanding of responsibility; The desire to work together is to work well together in an industry to enable the industry to achieve its goals; The sense of belonging is the lack of a sense of belonging to the industry makes employees have the behavior to help protect and be responsible so that in conclusion it can lead to loyalty in order to achieve industry goals; Bonds between individuals are employees who have great work loyalty they want to have flexible behavior towards the bond between individuals; The fondness for work is that the industry must be able to experience the reality that its employees each day arrive to collaborate as a whole human being in terms of carrying out the work that is to be tried happily.

Emotional Intelligence

Emotional intelligence is an employee who has the ability to manage themselves and can provide self-motivation. Emotional intelligence has a meaningful role in doing work and becomes a characteristic of people who have great performance or quality humans (Goleman, 2015). Emotional intelligence can be measured from several aspects. Nurhasanah and Sumardi (2018) said there are 3 aspects in emotional intelligence, namely individual skills means the skill of managing themselves; Social skills means the skill of overcoming a bond; As well as social expertise means the expertise of evoking assumptions desired by others.

Commitment

Organizational commitment can develop because it has an emotional connection to the industry that includes moral support and accepting the values found in the industry and determination from within to serve the industry. Li et al. (2019) reported 3 aspects that affect an employee's commitment are justice and support, shared values, presenting self-evidence of employees in the industry and recognizing the achievements of employees. Confidence, organizational description, and employee involvement, by associating employees want to increase commitment. Rais et al. (2016) report that organizational commitment is behavior that reflects as long as a person understands and is attached to organization. Employees who feel more committed to the organization have reliable habits, plan to stay longer within the organization, and put more effort into work. Employee commitment to the organization is not just established, but through a long and gradual process.

Self Efficacy

Irwansyah (2013) reported that Self Efficacy is a person's consideration ability to organize and perform actions needed to achieve certain achievements. Self efficacy markers refer to the 3 measures of Self Efficacy are the size of the level, the size of strength, and the size of generality. Siti (2019) formulated some markers of Self Efficacy are employees can complete certain tasks; having confidence can motivate yourself to carry out the actions needed in completing the task; convinced that he is able to try hard, persistent and diligent; employees can experience obstacles and difficulties; can complete tasks that have a wide or small range (special).

The relationship between emotional intelligence and employee loyalty

Krisna and Marpaung (2011) studied the influence of emotional intelligence of leaders on employee performance and loyalty at PT Riau Andalan Pulp & Paper Bisnis Unit Riau Fiber. The results showed that the emotional intelligence of the leader influences loyalty. This shows a leader who has good emotional intelligence can increase the loyalty. With the emotional intelligence that a leader has, employees want to feel their work has been arranged and thought by their boss.

The relationship between organizational commitment and employee loyalty

Hardianty (2014) studied the influence of individual traits as well as organizational commitment to the loyalty of civil servants of the trade industry service and market management of Indragiri Hulu Regency. The results of the research show commitment is the competence of the individual in tying himself to the values and goals of the organization. This attachment wants to urge the individual to always adjust himself to the goals and interests of the organization. This attachment wants to make people have a strong loyalty to the organization, making members of the organization always want to live or work in the organization.

The relationship between Self Efficacy and employee loyalty

In the research tried Rozi et al (2018) conducted research showed that Self Efficacy has no effect on employee loyalty. In the study, Self Efficacy affects job satisfaction more than employee loyalty.

Based on a review of the literature and research framework (Figure 1), the hypotheses in this study are:

H1: Emotional intelligence, organizational commitment and Self Efficacy have a simultaneous and significant effect on the loyalty of employees of Diponegoro National House Semarang.

H2: Emotional intelligence has a positive and significant effect on the loyalty of employees of Diponegoro National Hospital.

H3: Organizational commitment has a positive and significant effect on the loyalty of employees of Diponegoro National Hospital.

H4: Self efficacy has a positive and significant effect on the loyalty of employees of Diponegoro National Hospital.

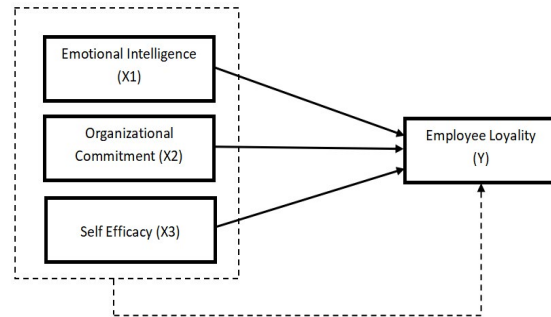


Figure 1. Research Framework

METHODS

This research was tried on employees at Diponegoro National Hospital. The research procedure used is quantitative descriptive, is research that analyzes quantitative data or statistics with the aim of testing hypotheses that have been inaugurated after that interpret the results to get conclusions. The population in this research is all employees of Diponegoro National Hospital which numbers 365 people, consisting of the head of office, public relations, doctor, nurse, pharmacist, customer service, security guard, office boy.

In this research, the sampling method used is probability sampling with the method taken is simple random sampling. The collection of illustrative members from the population is tried randomly without looking at the strata contained in the population. This method can be tried if members of the population are considered homogeneous. Simple random sampling because members of the population are homogeneous, is that all employees in the office of Diponegoro National Hospital and all members of the population have the same opportunity to become an object of illustration.

RESULTS AND DISCUSSIONS

Respondents in this study were divided into groups, including age sourced, and sourced from the last lesson. The respondents' age and educational background is presented in the fTables 1 and Table 2.

Table 1. Respondents by Age

No	Age	Frequency	Percentage (%)
1	20 – 30 years	100	49%
2	31 – 40 years	65	28%
3	41 – 50 years	30	14%
4	< 50 tahun	20	9%
Total		215	100%

This result shows that Diponegoro National Hospital always recruits young graduates who still have a great and creative work spirit. Not only that, the average employee aged 20-30 years is a productive age in work so it is expected to be able to display better work results.

Table 2. Respondents according to the last education

No	Education	Frequency	Percentage (%)
1	Senior High School	50	25%
2	Diploma	65	30%
3	Undergraduate	80	35%
4	Postgraduate	20	10%
Total		95	100%

These results show that the majority of employees who work at Diponegoro National Hospital whose last education is high school because Diponegoro National Hospital always recruits young graduates who still have a high and creative work spirit.

Research Instrument Test

Validity Test

Hair et al. (2014) displays the degree of accuracy between the information that is actually entwined on the object and the information collected by researchers. The validity test is tried using the bivariate correlation formula. With the test criteria if the *r*hitung value obtained from the calculation result greater than *r*table means that the problem item is declared valid and vice versa, if the count *r* is smaller than *r* table it means that the problem item is invalid. From the results of research that tried to test the validity of all variable problem items of emotional intelligence, commitment, self efficacy *r*hitung *r*table (0.444), this means that all problem items are declared valid.

Reliability Test

Hair et al. (2014) reliability is a determination of something a test can be tested on the same object to recognize this determination basically looking at the alignment of results. A questionnaire is said to be reliable if the answer to the problem is always unchanged or normal. In this research for reliability testing used alpha formula with significance level $\alpha = 0.65$. From the re-

sults of the research it can be concluded that the variables of employee loyalty, emotional intelligence, commitment and self efficacy cronbach's Alpha < 0.65 which means all variables are declared reliable.

Classical Assumption

Normality Test

In testing normality can use kolmogorov-smirnov test. Asymp. Sig value (2-tailed) < 0.05 to information distribution can be said to be stricken with normality problems. Sourced on the results of significance calculations of 0,200 > 0.05. It means residual distribution is reasonable.

Multicollinearity Test

To recognize the exist or absence of multicoleniarity in variables can be known from the value of Variance Inflation Factor (VIF) and the value of tolerance of each of the free variables. If the value of VIF < 10 and the value of tolerance > 0.10 until declared not interwoven symptoms of multicoleniarity between free variables

Sourced from the analysis known that from the four variables create tolerance points > 0.10 with a value of VIF < 10, so that it can be concluded that there is no multicollinearity between variables freely with each other. This means that this regression model passes the multicollinearity test.

Heteroskedasticity Test

To test the absence of heteroskedasticity used glacier test is to aggregate absolute residual values to independent variables used in a regression model. When a significant independent variable (sig<0.05) influences absolute residual, this means that in information there is heteroskedasticity and if significant (sig>0.05) means that in information there is no heteroskedasticity. It is known that each value of each variable, P value>0.05; emotional intelligence variable 0.745>0.05; commitment variable 0.399>0.05; variable self efficacy 0.671>0.05. Sourced from the calculation above all variables do not stick heteroskedasticity.

Hypotheses Test

Hypotheses tests are conducted to find out whether or not independent variables have an effect on dependent variables. The hypotheses is accepted if the value $\alpha < 0.05$.

Table 3. Hypothesis Test Results Multiple Linear Regression Test, t Test, F Test, Adjusted R Square

Model	Unstandardized	t	Sig	F	sig	Adjusted R Square
Constant Emotional Intelligence	3.71	1.72	0.08			
Intelligence	-0.24	-3.21	0.00	25.43	0.00	0.60
CommitmentSelf efficacy	0.49	6.06	0.00			

The Effect of Emotional Intelligence, Commitment and Self Efficacy on Employee Loyalty To Employees Of Diponegoro National Hospital

Emotional intelligence can increase integrity, employees who are able to regulate their emotions and can motivate him to continue to have passion in work and increase loyalty. Employees must also have a great commitment, because it makes people more concerned with the organization than the interests of individuals. Self efficacy must be owned by every employee, because every employee must believe in the expertise owned. So, the variables of emotional intelligence, commitment and self efficacy are related in increasing the loyalty of each diponegoro hospital employee.

The Effect of Emotional Intelligence on Employee Loyalty at Diponegoro National Hospital Semarang

Emotional intelligence has a negative but significant influence on employee loyalty. This means that it continues to increase emotional intelligence until it continues to shrink the loyalty of employees, on the contrary, the decrease in emotional intelligence that can cause employee loyalty to increase. The results of this study do not support the research tried by Krisna and Marpaung (2011) if emotional intelligence has an influence on employee loyalty. Employees must be able to control emotions, regulate emotions, or identify the emotions of others. Because an emotionally intelligent person wants to be able to identify self-emotions and motivate himself. Employees with good emotional intelligence are able to think clearly and do not prioritize emotions alone. Sourced from this research, employees at Diponegoro National Hospital Semarang have low emotional intelligence. Employees have not been able to identify aspects that cause other people's emotions and have not been able to express their emotions properly. This problem can be caused by the lack of counseling programs and socialization of fellow employees.

The Impact of Commitment to Employee Loyalty at Diponegoro National Hospital

This research shows that commitment has a positive and significant influence on employee loyalty. Until the third hypothesis that reported commitment positively and significantly affect employee loyalty at Diponegoro National Hospital, accepted and tested the truth. The point continues to be a big commitment until it continues to increase the loyalty of employees, the opposite continues to be low level of commitment until it can cause employee loyalty to shrink. The results of this research support research tried by Hardianty (2014) if commitment has an influence on employee loyalty.

When the employee already has a big commitment until the employee wants to be more concerned with the industry than the interests of individuals. Employee commitment is the employee's expertise in tying himself to the values and goals of the industry. This attachment wants to urge employees to always familiarize themselves with the goals and interests of the industry. This attachment wants to make employees have a strong loyalty to the industry, making employees still want to stay or work in the company. Employees of Diponegoro National Hospital Semarang have a great commitment. Have intensity and attachment in working in the office. Employee attachment wants to be loyalty continues to be strong.

The Effect of Self Efficacy on Employee Loyalty at Diponegoro National Hospital

This research shows that self efficacy has a positive and significant influence on employee loyalty. Until the fourth hypothesis that reports self efficacy affects positively and significantly on employee loyalty at Diponegoro National Hospital Semarang, accepted and tested the truth. This means that it continues to be high in self efficacy until it continues to increase the loyalty of employees, the opposite continues to be low self efficacy so that it can cause employee loyalty to shrink. The results of this study do not support the research tried by Rozi et al. (2018) if self efficacy has

no effect on employee loyalty. In the study, self efficacy affects job satisfaction more than employee loyalty. Self efficacy is the belief of everyone wants the skills they have in completing the tasks needed to achieve the goal.

Employee's in an industry should always have the willingness to strive more actively and diligently to create quality performance. Employees at Diponegoro National Hospital have a firm confidence in their ability to complete each task ordered. Until then self efficacy affects employee loyalty. If each employee has a firm trust in him, indirectly loyalty will increase.

CONCLUSION AND RECOMMENDATION

Sourced from research that is tried until there are some things that can be concluded Emotional intelligence affects negative but significant to employee loyalty, it means that it continues to increase emotional intelligence until it continues to shrink the loyalty of employees, the opposite continues to shrink emotional intelligence to cause employee loyalty to increase. The results of this research also show that the commitment affects positively and significantly to employee loyalty at Dioneoro National Hospital, meaning that it continues to be a big commitment until it continues to increase the loyalty of employees, the opposite continues to be low level of commitment to cause employee loyalty to shrink. Self efficacy affects positively and significantly on employee loyalty at Diponegoro National Hospital, meaning that it continues to be a large self efficacy until it continues to increase employee loyalty, in contrast it continues to be low self efficacy so that it can cause employee loyalty to shrink.

According to the results of the research emotional intelligence of employees at Diponegoro National Hospital Semarang is low, needs to be addressed with programs such as counseling services. The program is a process of providing assistance conducted through counseling interviews by an expert called a counselor to employees who are experiencing a problem. Commitment has a dominant influence in influencing employee loyalty at Diponegoro National Hospital Semarang. Therefore, it is important for the leadership and management to teach every employee to know the office and teach to always be committed to the office, so that employees can maintain their commitment to the office. The Company conducts programs and simulations of skills, training, and knowledge regularly to employees so that each employee is able to show the quality and capacity of work that has become

responsibility so that it will improve the quality of work and increase loyalty in work. The next research to improve this research by using other free variables besides emotional intelligence, commitment, self efficacy that can affect employee loyalty.

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