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# The Influence of Emotional Intelligence, Job Promotion, Work Environment, Work Discipline on the Loyalty of Human Resources and Development Board Employees in Bintan Regency

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## Abstract

*This study uses a causal model survey method using path analysis techniques. This study aims to confirm the theoretical model with empirical data, the study population is employees in Human Resources and Development Board Bintan Regency, which consists of civil servants with a sample of 39 members of civil servants. Data collecting technical using variable measurements using a questionnaire instrument, this instrument was developed based on theoretical studies. Data analysis uses descriptive statistics and statistical analysis. Statistical tests are used to test the significance of path coefficients using Partial Least Square (PLS) which is a Multivariate Analysis in the second generation using structural equation modeling (SEM). PLS can be used for a small number of samples and does not require the assumption that data distribution must be normal or not. The relationship between variables formulated in the formulation of a problem as many as 7 pieces obtained significant results.*

**Keywords:** Emotional Intelligence, Job Promotion, Work Environment, Work Discipline, Loyalty

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## 1. Introduction

An organization in carrying out its duties and functions is largely determined by the quality of its human resources and supporting infrastructure. Human resources and equipment are elements in moving the wheels of the organization, as well as internal factors that influence the progress of an organization. Emotional intelligence is a person's ability to manage emotions, understand the emotions of self and others, withstand all forms of pressure, have an attitude of optimism, and the ability or ability to relate to others. According to Peter Salovey and Jack Mayer in Wulan (2011: 14) argues that emotional intelligence is the ability of a person to realize his own emotions and feelings in addition to understanding what is felt by others, has the ability to control his emotions, and use his feelings in thinking and behaving [1].

Meanwhile according to Bradberry (2009: 216) emotional intelligence is the ability to recognize and understand emotions, and the skills to use this awareness to manage ourselves and our relationships with others. Bradberry further said that emotional intelligence describes the side of life that certain intelligence (IQ) can not do it. The assessment of employee placement should be based on an objective selection system. This activity can be done to avoid employee dissatisfaction when carrying out work that is not their field and expertise, resulting in disobedience and employee disobedience. Leadership policy to make changes in the organizational structure is an absolute decision that must be obeyed by all employees involved in it, for that promotion, transfer, and demotion activities carried out by the leadership aims to optimize the work agenda that has been prepared [2].

According to Siagian (2009; 169) promotion of a position is the transfer of employees or employees, from one position or temporary to a higher position or place and is followed by duties, responsibilities, and authorities that are higher than the position occupied previously.<sup>3</sup> For this reason, the promotion carried out by the organization must have a vision of the future as an effort to reform the structure towards improvement. The work environment is an important aspect that must be considered by the Riau Islands Regional Government because most of the employee's activities are in the surrounding work environment. a work environment that is both physical and non-physical that can give the impression of being pleasant, secure, appealing and comfortable working. According to Sedarmayanti (2009: 26) in Norianggono, Hamid & Ruhana (2014: 3) is the overall tools and materials faced, the environment around in which a person works, his work methods, and his work arrangements both as individuals and as groups.<sup>4</sup> The work environment will determine a person's comfort at work [3].

The better working environment will lead to the achievement of maximum organizational performance. Employee discipline is a form of training that seeks to improve and shape employee knowledge, attitudes and behavior so that the employee voluntarily works cooperatively with other employees. Discipline employees need communication tools, especially on warnings that are specific to employees who do not want to change the nature and behavior. In order to improve the performance of employees of the Loyalty of Human Resources and Development Board in Bintan Regency, it is necessary for employee discipline so that local government goals can be realized effectively and efficiently. Loyalty means employee loyalty, employee loyalty can lead to a sense of responsibility, with a sense of responsibility from employees, a sense of belonging together will arise. According to Handoko (2012) that Loyalty, namely a person's commitment or connection to the organization in an effort to achieve goals effectively and efficiently in accordance with planned targets based on the principles, motto and good name that exists without being influenced by inhibiting factors both from within and from outside the organization.<sup>5</sup> Employee loyalty can arise if the organization can strive so that employees feel mutual ownership and mutual need for the organization [4].

#### Formulation of the problem

1. Does Emotional Intelligence directly determine Work Discipline?
2. Does Job Promotion determine directly the Work Discipline?
3. Does the Work Environment directly determine Work Discipline?
4. Does Work Discipline directly determine Loyalty?
5. Does Emotional Intelligence directly determine Work Loyalty?
6. Does Position Promotion directly determine Work Loyalty?
7. Does the Work Environment directly determine Work Loyalty?

The theoretical framework of this research was developed from the synthesis of theories based on facts, observations and literature review, therefore this theoretical framework contains the relationship or influence between the variables involved in research based on supporting theories, and clearly explains the interrelationships between the intertwined variables, in addition to that can be used as a basis for answering problems and the logic flow of relationships between variables that are intertwined so that it will be very relevant to the problem studied as follows. According to Daniel Goleman (2009: 152) reveals that emotional intelligence refers to the ability to recognize our feelings and the feelings of others, the ability to motivate oneself, and the ability to manage emotions well in oneself and in relationships with others [5].

According to Siagian (2009; 169) job promotion is the transfer of employees or employees, from one position to a higher position or place and followed by duties, responsibilities, and authority that is higher than the position occupied previously, according to Sedarmayanti (2009: 26) in Norianggono, Hamid & Ruhana (2014: 3) is the overall tools and materials faced, the surrounding environment in which someone work, work methods, and work arrangements both as individuals and as groups.<sup>6</sup> According to Davis (2009: 112) "Discipline is a management action to encourage the implementation of organizational standards, this is training that leads to efforts to justify and involve knowledge, attitudes and behavior employees so that there is a willingness in employees to go towards better cooperation and achievement, according to Hasibuan (2009), loyalty is one of the things used to provide assessments to employees which include loyal to their work, loyal to their positions and loyal to the organization [6].

## 2. Research Method

This research method uses a causal model survey method using path analysis techniques. The population of this study were employees in the Human Resources And Development Board environment, which consisted of 29 civil servants and 10 honorary employees, the sample was determined by the number of sample members 39, because of population limitations all members of the population were sampled, while the data collection technique uses variable measurements using a questionnaire instrument where each employee respondent is given five questionnaire instruments to be a source of measurement of the studied variables and to test the significance of the path coefficient using Partial Least Square (PLS) which is a Multivariate Analysis in the second generation uses structural equation modeling (Structural Equation Model / SEM) [7].

## 3. Results and Analysis

### 3.1. Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses composite reliability values with the criteria of a variable said to be reliable if the composite reliability value  $> 0.600$  [8].

**Table 1.** Internal Consistency Analysis. Source Data Processing (2020)

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.832	0.763	0.831	0.171
X2	0.835	0.846	0.876	0.505
X3	0.738	0.799	0.823	0.460
X4	0.825	0.833	0.873	0.534
Y	0.840	0.852	0.880	0.516

Based on internal consistency analysis data in the above table, the results show that the variables X1, X2, X3, X4, Y have a composite reliability  $> 0.600$ , so all questions developed on the 5 variables are reliable meaning cross-item questions developed on the questionnaire of all variables in the test the same has consistency [9].

### 3.2. Convergent Validity

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measurements of the same construct. To see an indicator of a construct variable is valid or not, it is seen from the outer loading value. If the outer loading value is greater than (0.4) then an indicator is valid [10].

**Table 2.** Convergent Validity. Source Data Processing (2020)

Variable	X1	X2	X3	X4	Y
X1.1	0.838				
X1.2	0.405				
X1.3	0.511				
X1.4	0.412				

X1.5	0.434				
X2.1		0.607			
X2.2		0.699			
X2.3		0.776			
X2.4		0.784			
X2.5		0.785			
X2.6		0.642			
X2.7		0.658			
X3.1			0.439		
X3.2			0.718		
X3.3			0.706		
X3.4			0.782		
X3.5			0.851		
X3.6			0.593		
X4.1				0.725	
X4.2				0.798	
X4.3				0.807	
X4.4				0.694	
X4.5				0.665	
X4.6				0.685	

Y2					0.731
Y3					0.866
Y4					0.645
Y5					0.784
Y6					0.697
Y7					0.676

Based on the above table, it can be seen that the outer loading value for variables X1, X2, X3, X4, Y where the value of all item items in the 5 variables tested is greater than 0.4, then all items developed for all variables are declared valid, meaning that the measurement is positively correlated with alternative measurements of the same construct thus the indicators of all construct variables are valid [11].

### 3.3. Validity Of Diskriminan

Discriminant validity aims to assess an indicator of a construct variable is valid or not, namely by looking at the Heterotrait - Monotrait Ratio Of Correlation (HTMT) <0.90, then the variable has a good discriminant validity (valid) [12].

**Table 3.** Validity of Diskriminan. Source Data Processing (2020)

Variable	X1	X2	X3	X4	Y
X1					
X2	0.339				
X3	0.350	0.460			
X4	0.277	0.563	0.453		
Y	0.320	0.543	0.472	0.549	

Based on the above table, the correlation results obtained variables X1 with X2, X3, X4, Y and X3 with X2, X4 with X2, Y with X2 and X4 with X3, Y with X3 and Y with X4 have a correlation value <0.900, thus the value the correlation of all variables is declared valid. Analysis of structural models or (inner models) aims to test the research hypothesis. The part that needs to be analyzed in the structural model is the coefficient of determination (R Square) by testing the hypothesis [13]. Collinearity testing is to prove the correlation between latent / construct variables is strong or not. If there is a strong correlation it means that the model contains problems if viewed from a methodological point of view, because it has an impact on the estimation of statistical significance. This problem is called colinearity. The value used to analyze it is by looking at the value of Variance Inflation Factor (VIF). (Hair, Hult, Ringle, & Sarstedt, 2014; Garson, 2016). If the VIF value is greater than 5.00 then it means there is a colinearity problem, and in contrast there is no colinearity problem if the VIF value <5.00 [14].

**Table 4.** Collinearity. Source Data Processing (2020)

Variable	X1	X2	X3	X4	Y
X1				1.206	1.283
X2				1.135	2.281
X3				1.282	1.289
X4					2.839
Y					

From the above data it can be described as follows : The VIF value for the correlation of X1 with Y, X2 with Y, X3 with Y, X4 with Y is <5.00 (there is no colinearity problem). Therefore, from the data above and the development of structural models in this case there is no problem [15]. In this test there are two stages, namely testing the direct influence hypothesis and testing the indirect effect hypothesis. The coefficients of the hypothesis testing path are in the figure below : Test the significance of the structural coefficient of the path model (Structural Model Path Coefficient). This test is to determine the path coefficient of the structural model, the aim is to test the significance of all relationships or hypothesis testing [16].

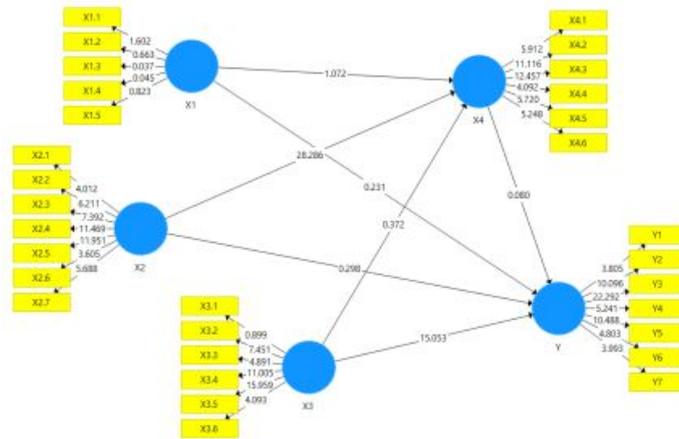


Figure 2. Hypothesis Testing

Direct influence hypothesis testing aims to prove the hypotheses of the influence of a variable on other variables directly (without intermediaries). If the value of the path coefficient is positive indicates that an increase in the value of a variable is followed by an increase in the value of another variable [17]. If the value of the path coefficient is negative indicates that an increase in a variable is followed by a decrease in the value of other variables. If the probability value (P-Value) < Alpha (0.05) then Ho is rejected (the effect of a variable with other variables is significant). If the value of probability (P-Value) > Alpha (0.05) then Ho is rejected (the effect of a variable with other variables is not significant) [18].

Table 5. Hypothesis of Direct Effect. Source Data Processing (2020)

Variable	Real Sample	Sample Average	Standard Deviation	t-Statistic	P Values
X1 -> X4	-0.053	-0.041	0.050	1.072	0.029
X1 -> Y	0.016	-0.054	0.069	0.231	0.008
X2 -> X4	0.987	0.982	0.035	28.286	0.000
X2 -> Y	0.107	0.181	0.357	0.298	0.008
X3 -> X4	0.016	0.005	0.042	0.372	0.007
X3 -> Y	0.907	0.921	0.060	15.053	0.000
X4 -> Y	0.028	-0.061	0.350	0.080	0.009

1. The direct effect of variable X1 on variable X4 has a path coefficient of 1.072 (positive), then an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of the variable X1 on X4 has a P-Values value of  $0.029 < 0.05$ , so it can be stated that the influence between X1 on X4 is significant.
2. The direct effect of variable X1 on variable Y has a path coefficient of 0.231 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values value of  $0.008 < 0.05$ , so it can be stated that the influence between X1 on Y is significant.
3. The direct effect of variable X2 on variable X4 has a path coefficient of 28.286 (positive), then an increase in the value of variable X2 will be followed by an increase in variable X4. The effect of variable X2 on X4 has a P-Values value of  $0.000 < 0.05$ , so it can be stated that the influence between X2 on X4 is significant.
4. The direct effect of variable X2 on variable Y has a path coefficient of 0.289 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The influence of variable X2 to Y has a P-Values value of  $0.008 < 0.05$ , so it can be stated that the influence between X2 to Y is significant.
5. The direct effect of variable X3 on variable X4 has a path coefficient of 0.372 (positive), then an increase in the value of variable X3 will be followed by an increase in variable X4. The effect of variable X3 on X4 has a P-Values value of  $0.007 < 0.05$ , so it can be stated that the influence between X3 to X4 is significant.
6. The direct effect of variable X3 on variable Y has a path coefficient of 15.053 (positive), then an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values value of  $0.000 < 0.05$ , so it can be stated that the influence between X3 on Y is significant.
7. The direct effect of variable X4 on variable Y has a path coefficient of 0.080 (positive), then an increase in the value of variable X4 will be followed by an increase in variable Y. The effect of variable X4 on Y has a P-Values value of  $0.009 < 0.05$ , so it can be stated that the influence between X4 on Y is significant

**Table 7.** Coefficient of Determination. Source Data Processing (2020)

	R Square	Adjusted R Square
e1	0.963	0.958
e2	0.934	0.923

In the table above the results obtained (e1) amounted to 0.963 or 96.3%, e2 is 0.934 or 93.4 %

#### 4. Conclusion

1. The direct effect of variable X1 on variable X4 has a path coefficient of 1.072 (positive), then an increase in the value of variable X1 will be followed by an increase in variable X4. The effect of the variable X1 on X4 has a P-Values value of  $0.029 < 0.05$ , so it can be stated that the influence between X1 on X4 is significant.
2. The direct effect of variable X1 on variable Y has a path coefficient of 0.231 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The effect of variable X1 on Y has a P-Values value of  $0.008 < 0.05$ , so it can be stated that the influence between X1 on Y is significant.
3. The direct effect of variable X2 on variable X4 has a path coefficient of 28.286 (positive), then an increase in the value of variable X2 will be followed by an increase in variable X4. The effect of variable X2 on X4 has a P-Values value of  $0.000 < 0.05$ , so it can be stated that the influence between X2 on X4 is significant.

4. The direct effect of variable X2 on variable Y has a path coefficient of 0.289 (positive), then an increase in the value of variable X2 will be followed by an increase in variable Y. The influence of variable X2 to Y has a P-Values value of  $0.008 < 0.05$ , so it can be stated that the influence between X2 to Y is significant.
5. The direct effect of variable X3 on variable X4 has a path coefficient of 0.372 (positive), then an increase in the value of variable X3 will be followed by an increase in variable X4. The effect of variable X3 on X4 has a P-Values value of  $0.007 < 0.05$ , so it can be stated that the influence between X3 to X4 is significant.
6. The direct effect of variable X3 on variable Y has a path coefficient of 15.053 (positive), then an increase in the value of variable X3 will be followed by an increase in variable Y. The effect of variable X3 on Y has a P-Values value of  $0.000 < 0.05$ , so it can be stated that the influence between X3 on Y is significant.
7. The direct effect of variable X4 on variable Y has a path coefficient of 0.080 (positive), then an increase in the value of variable X4 will be followed by an increase in variable Y. The effect of variable X4 on Y has a P-Values value of  $0.009 < 0.05$ , so it can be stated that the influence between X4 on Y is significant.

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