

# EMPLOYEE PERFORMANCE OF Y GENERATION IN BLORA REGENCY, CENTRAL JAVA

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**ABSTRACT:** Y Generation is a generation born between 1977 to 1994. This generation is often referred to as the echo boom generation and better known as the generation of technology. The purpose of this study is to analyze the effect of Emotional intelligence and Employee Creativity on the performance of Y generation employees at the Regional Secretariat of Blora Regency with job satisfaction as an intervening variable. The data used are primary data by taking samples of Y generation employees in the Regional Secretariat of Blora Regency as many as 46 respondents. Path analysis with SPSS 22 statistical program is used for data analysis. The overall hypothesis proposed receives  $H_a$ , which means the relationship between variables is positive and significant. In an effort to improve performance, Blora Regency Government can make efforts to increase Emotional intelligence and employee creativity. Job satisfaction is also proven to have a mediating role, so it can be a factor that plays a role in encouraging employee performance improvement.

**Keywords:** Emotional Intelligence, Employee Creativity, Employee Performance and Job Satisfaction

The assessment of investment performance in Central Java, based on Business Climate Survey, Regional Competitiveness Survey, Snapshot Survey, Investment Survey still do not include Blora Regency in the top five regions in Central Java with the highest score (Ekopriyono, 2017). This condition necessarily requires the Blora Regency Government to improve the quality of its human resources in an effort to improve the excellent service and regional competitiveness.

Today, employees must have emotionally and men-

tally physically attached to their work in order to deliver excellent performance (Turner, Barling, & Zacharatos, 2002). One of the ways to create and maintain a good and harmonious relationship with colleagues and customers is by doing the concept of excellent service based on A3 (attitude, attention, and action). The concepts of Human Resource Management need to be integrated into each individual service provider such as creativity (ability to solve organizational problems) and emotional intelligence. Today emotional intelligence and creativity is a very important factor for employees because it has the ability to manage emotions and creativity in an effort to improve performance and organizational problems. When employees can improve their creativity and emotional intelligence, they will be able to develop commitment and performance in order to achieve organizational goals (Turner, Barling, and Sacharatos, 2002).



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Previous research results that discuss the relationship between emotional intelligence and creativity variables on employee performance showed diverse results. The research conducted by (Alisyahbana, Ismail, & Wispandono, 2015), (Dhiatmika, Dantes, & Yudana, 2013), (Wibowo, 2013) shows that creativity has a significant effect on the performance of Employees, but similar research conducted by (Lakoy, 2015) indicates that Employee creativity has no significant effect on performance.

Meanwhile, Research conducted by (Karmandita & Subudi, 2013), (Gani, 2014), (Choiriah, 2013) shows that emotional intelligence significantly affects performance. While the same study conducted by (Duwit, 2015) concluded that emotional intelligence has no significant effect on job satisfaction.

The study of Human Resource Management in the public sector is seen as very interesting when associated with generational theory. (Hawkins, Motherbaugh, & Roger), 2007) describes several generations associated with the year of birth. The generation is pre-depression generation, depression generation, baby boom generation, also called generation X, the echo of baby boom generation, also called Y generation and millennial generation

Much of the research that connects emotional intelligence, creativity, job satisfaction and performance variables only focuses on the private sector, has not yet touched the public sector (Gani, 2014). Based on the background, the research problem proposed is: how are the influence of Emotional intelligence and Employee Creativity on the performance of Y generation employee in the Regional Secretariat of Blora Regency with job satisfaction as an intervening variable.

Based on the research gap and research problems, the proposed hypothesis is as follows: (H1) Emotional intelligence has a positive and significant effect on employee job satisfaction; (H2) Employee creativity has a significant positive effect on employee job satisfaction; (H3) Emotional intelligence has a positive and significant effect on employee performance; (H4) Employee creativity has a positive and significant effect on employee performance; (H5) Job satisfaction has a positive and significant effect on employee performance.

## METHOD

### Definition and indicators of Variable

Performance of employees is defined as the work that can be achieved by a person or group of people within an organization in accordance with the authority and responsibility of each, in order to achieve the objectives of the organization concerned legally, not violating the law and in accordance with the moral and ethical (Sedarmayanti, 2008). Employee performance indicators include service accuracy/task execution, service quality/task implementation, employee skills to perform tasks, timely employee attendance, employee performance according to defined targets, employee education related to the main job, effective and efficient workflow (Mahsun, 2006).

Emotional Intelligence is defined as a specific process of information intelligence which includes the ability to generate and appreciate oneself emotionally to others, controlling and emotionally to achieve goals (Carmichael, 2005). The indicators are Self Regulation, Self Motivation, Empathy, Social skills (Goleman, 2007).

Employee creativity is defined by a special achievement in creating something new based on material, data information, or pre-existing elements into meaningful and useful things, finding problem-solving ways that most people can not find, new ideas and see the possibilities (Ghufron and Risnawita, 2011). The indicators used in the research are: Open to new experiences, interested in creative activities, not running out of resource in solving problems, rich in initiative, having an idea that is original, has an opinion of it self and is not easily influenced by others, has responsibility and commitment to the task, Glad to ask a good question.

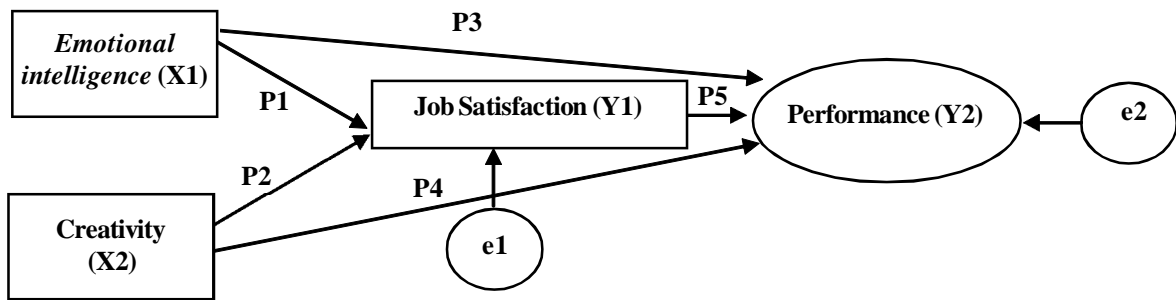
Job satisfaction is defined as an assessment of the work of how far his overall job satisfies his needs (Hoppeck in As'ad, 2005). Indicators include satisfaction with salary, satisfaction towards co-workers, satisfaction with workplace conditions, satisfaction with work facilities, satisfaction with the job itself (Hessberg in Manullang, 2004).

**Population and sample**

The population of the research is Generation Y employee in the Secretariat of Blora Regency amounting to 52. Respondents of 46 respondents were determined by Slovin formula with 10% error margin.

**Data Analysis**

Path analysis model with multiple linear regression approaches is used for data analysis in this research. The relationship of emotional intelligence and creativity variable to employee performance with the intervening variable of job satisfaction can be explained in Figure 1.



**Figure 1 Path Analysis**

**RESULT AND DISCUSSION**

**Descriptive of Demographics**

Results of data processing research related demographic respondents can be presented in Table 1.

**Table 1 Profile of Respondents**

Demografi	Frekuensi	Percentage
Age		
20 – 25 years	2	5
26 – 30 years	7	15
31 – 35 years	20	43
36 – 39 years	17	37
Total	46	100
Gender		
Male	30	65
Female	16	35
Total	46	100
Education		
Senior High School	11	24
Diploma	3	7
Bachelor	25	54
Post Graduate	7	15
Total	46	100

Based on Table 1, it can be seen that the study respondents were aged 31-35 years old by 43%, male gender by 65%, and undergraduate education by 54%. Based on the findings of this study, it can be explained that majority of respondents are in the productive age, have the same career opportunities men and women, and have had a good education.

**Descriptive of Statistics Variable**

Based on the statistical calculation of the description with SPSS 22 program in Table 2, it can be seen that the standard deviation value of research variables is not large, ranging from 2.654 to 3.820, so it is concluded there is no outlier data.

**Table 2** Statistic Description

	N	Minimum	Maximum	Mean	Std. Deviation
<i>Emotional Intelligence</i>	46	22	35	29,41	2,880
Employee Creativity	46	22	35	28,96	3,496
Job Satisfaction	46	18	35	28,37	3,820
Employee Performance	46	23	34	27,61	2,654

**Validity and Reliability Test**

Based on the validity test to test how well the research instruments and concepts should be measured, all known valid and reliable instruments, with Pearson correlation value against the total score passed from r-table and Cronbach’s alpha higher than 0.6.

**Classic assumption test**

The results of the normality test analysis in Table 3 show that A Symp. Sig. (2-tailed) of 0.200 > 0.05. This means that the residual regression in this study is normally distributed. Furthermore, from Table 4 it can be seen that the independent variables Collinear-

ity Statistics Tolerance value greater than 0.100, and VIF value less than 10. From the values that appear, then the conclusion that can be taken is the data does not occur multicollinearity problem. Test heteroscedasticity in Table 6 notes that the significance value of all the influence of independent variables on absolute residual, greater than 0.05, meaning there is no heteroscedasticity.

**Table 4** Result of Normality Test

Variable	Asymp. Sig.
Residual Regression SubStructure I	0,200
Residual Regressin Substructure II	0,200

**Tabel 5** Result of Multicollinearity Test

Regression	Dependent Variable	Independent Variable	Collinearity Tolerance	Statistics VIF
Sub Structure I	Job Satisfaction	<i>Emotional Intelligence</i>	0,740	1,351
	Employee Creativity	0,740	1,351	
Sub Structure II	Employee Performance	<i>Emotional Intelligence</i>	0.620	1.613
	Employee Creativity	0.637	1.570	
	Job Satisfaction	0.579	1.727	

**Tabel 6** Result of Uji Heteroskedastisity Test

Regression	Dependent Variable	Independent Variable	Sig. Value
Sub Structure I	Absolut Residual 1	<i>Emotional Intelligence</i>	0.177
		Employ creativity	0.269
Sub Structure II	Absolut Residual 2	<i>Emotional Intelligence</i>	0.810
		Employee Creativity	0.974
		Job Satisfaction	0.703

**Regression Analysis of Equations I and II**

Regression analysis I used to know how big effect of the variable of Emotional Intelligence and Employee Creativity to Job Satisfaction variable either partially or simultaneously. Regression analysis II used to know how big the effect of the variable of Emotional Intelligence, Employee Creativity and Job Satisfaction to performance variable either partially or simultaneously. The path analysis results can be explained in Table 7.

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**Tabel 7 Result of Path Analysis**

Regression	Variable	Standardized Coefficients	t-count	t-tableone side	Sig
Sub Structure 1	<i>Emotional Intelligence</i>	0,390	2,891	1,680	0,006
	Employee Creativity	0,357	2,645	1,680	0,011
	Dependent Variable: Job Satisfaction				
	R Square = 0,421 F value = 15,630 Sig. = 0,000				
Sub Structure 2	<i>Emotional Intelligence</i>	0,462	5,700	1,680	0,000
	Employee Creativity	0,413	5,162	1,680	0,00
	Job Satisfaction	0,209	2,496	1,680	0,017
	Dependent Variable: Employee Performance				
R Square = 0,829 F value =67,824 Sig. = 0,000					

Based on path analysis result, the following results can be obtained, as follows :

Equation 2 :

$$Y_2 = 0,462 X_1 + 0,413X_2 + 0,209 X_3 + \epsilon$$

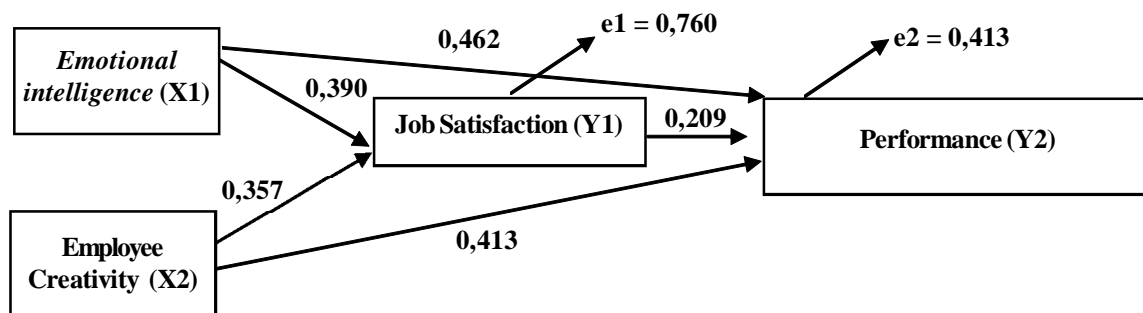
Sig. (0,000) \*\* (0,000) \*\* (0,017)\*

Equation 1 :

$$Y_1 = 0,0,390 X_1 + 0,357 X_2 + \epsilon$$

Sig.(0,006)\*\* (0,011) \*

The Model of path analysis result is explained in Figure 2.



**Figure 2 Path Coefficient**

**Mediation Test / Intervening Role**

Testing the role of mediation in research done by using the calculation of Sobel test, which assessed the significance of the indirect influence of emo-

tional intelligence and creativity on performance through job satisfaction. Sobel test results can be presented in Table 8.

Tabel 8 Path Analysis Result

Effect	Path coefficient	t test	t table one tail	Sig
Emotional Intelligence → Job Satisfaction → Performance	0,390 x 0,209 = 0,082	1,887	1,680	0,030
Creativity → Job Satisfaction → Performance	0,357 x 0,209 = 0,075	1,819	1,680	0,034

The results of the path coefficient calculation in Table 8 can be explained the indirect effect of emotional intelligence on performance greater than the creativity. The next calculation can be known that the value of t result greater than t table and significance value smaller than 0.05, so it can be concluded significant job satisfaction as variable intervening. These results provide empirical evidence of the importance of job satisfaction variables as mediating the relationship of emotional intelligence and creativity with employee performance.

## DISCUSSION

Emotional intelligence has a positive and significant effect on employee performance. This means that the improvement of the emotional intelligence will increase the performance of Y generation employees in the Regional Secretariat Environment of Blora Regency. According to (Carmichael & Maxim, 2005) emotional intelligence is a specific process of information intelligence which includes the ability to express and appreciate oneself emotions to others, controlling and emotional use to achieve goals. Meanwhile, according to (Goleman, 2007) emotional intelligence is the level of intelligence of a person to use his feelings in responding to himself and his environment. Y-generation employees are known for the generation of technology, the generation that is familiar with the technology, because it is facilitated by information technology media and its applications (Hawkins et al., 2007). Emotional intelligence belonging to Generation Y, which among others is characterized by relying on collectivity, educated in an open, flexible, relaxed, egalitarian, and modern system (Amri 2014) will lead to employees who have the character of Self awareness, Self Regulation, Self Motivation, Empathy,

Social skills that play a role in improving employee performance (Goleman, 2007). The results of this study support the results of research conducted by (Karmandita&Subudi, 2013), (Choiriah, 2013), and (Iskandar, 2016) which states in his research that emotional intelligence has a positive and significant effect on performance.

The results also show that emotional intelligence has a positive and significant influence on job satisfaction. Job satisfaction has two roles, namely cognitive and affective (Masrek, Osman, Khamis, & Paiman, 2014). The cognitive component includes decision making and job belief, while the effective component is related to work-related feelings and emotions. This relates to the work characteristic theory which states that the psychological condition of the employee will affect aspects of personality and work result, including job satisfaction (Hackman & Oldham, 1976). The results of this study support the results of previous research conducted by (Kiasatina, 2015), (Supriyanto&Troena, 2012), (Masrek et al., 2014) which states in the results of his research that Emotional intelligence has a positive and significant effect on job satisfaction.

The Effect of Employee Creativity on Performance is positive and significant. This means that if the Employee Creativity increases then the Performance of Y generation employees in the Regional Secretariat Environment Blora Regency will also increase. Creativity owned by Y generation employees will produce or create something new, so it will play a role in improving job satisfaction and employee performance (Baron in Munandar, 2012) According to (Sukumaran, 2012), employee creativity is very important in improving the condition of the organization, especially when the organization is facing increasingly aggressive global

competition. The results support research relevant to the results of research conducted by (Alisyahbana et al., 2015), (Dhiatmika et al., 2013)), (Wibowo, 2013), which states in the results of his research that Employee Creativity has a positive and significant impact on performance.

Job satisfaction is proven to have a positive and significant impact on employee performance, so increasing job satisfaction will improve employee performance. According to Dessler (1982) in (Handoko) employees who get job satisfaction usually, have a better performance than employees who do not get job satisfaction. Conversely, if employees do not have satisfaction in work, it will arise feeling lazy, so that will have an impact on performance degradation (Devi, 2009). Employees who have job satisfaction speak positively about the organization, help other employees, and work to improve its performance (Robbins & Judge, 2006). The results of research conducted by (Josiah, 2011), (Sajangbati, 2013), (Balela, 2013) and (Kurniawan, 2013) showed that job satisfaction has a significant effect on performance. Job satisfaction is also proven to have a mediating role of independent variables (emotional intelligence and creativity) and the dependent variable of employee performance.

## CONCLUSION

The overall hypothesis proposed receives  $H_a$ , which means the relationship between variables is positive and significant. In an effort to improve performance, Blora Regency Government can make efforts to increase Emotional intelligence and employee creativity. Job satisfaction is also proven to have a mediating role, so it can be a factor that plays a role in encouraging employee performance improvement.

Efforts that can be done is by increasing the sense of empathy, kinship, and togetherness in the Regional Secretariat Environment Blora regency. Growing creative and innovative soul, work environment comfort, and discipline among Generation Y Officials at the Regional Secretariat Office of Blora Regency

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