

THE MEDIATING EFFECTS OF QUALITY OF WORK LIFE ON CAPACITY PERFORMANCE MANAGEMENT AND EMOTIONAL INTELLIGENCE

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Abstract: This study evaluated the impact of leadership management skills and emotional intelligence on employee performance as a variable mediation through the quality of work life. This research uses a path analysis model (path analysis) since there is a mediation between the independent variables and the dependent variable to analyze the mediating impact of the quality of work-life on managerial leadership and emotional intelligence on employee efficiency. This analysis is called a universal survey (free sampling) or census using all population members, which amounts to 33 people. Management capacity led significantly to performance. Employee emotional intelligence also provides a valuable contribution to success. The standard of work has made a significant difference in the results. The managerial capability of the chief has made a positive contribution to the efficiency of the job. Employee emotional intelligence is also a positive contribution to job performance. K Quality in management, accompanied by the quality of work, has been a successful contribution to performance. Employee emotional intelligence was a positive contribution to results, followed by job efficiency. The study will contribute positively to the understanding of the job evaluation of BNN employees in Malang City. However, this analysis contributes to the assessment of BNN employees based on the job evaluation of BNN employees in Malang City. The difference between this study and previous studies is the treatment or care of Malang City BNN employees to improve the quality of their assessment.

Keywords: Working Life Quality, Managerial Ability, Emotional Intelligence Output, BNN

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The National Narcotics Agency of Malang City is a centralized agency of government domiciled under and under the supervision of the Provincial National

Narcotics Agency and the National Narcotics Agency. Before verticalization, the National Narcotics Agency (BNN) Malang was an agency or SKPD under the Malang City government. Then in April 2011, the City / Regency BNN was created and inaugurated by Mr. Gories Mere, Head of the National Narcotics Agency. 50 Cities / Regencies have joined BNN so far as 75 Regency Cities in Indonesia. BNN Malang City is a branch of the Republic of Indonesia's National Narcotics Agency for the Prevention and Eradication of Drug Abuse and Distribution (PG4N) in the provinces, according to the mandate of Law No. 35 of 2009 on Drugs and Presidential Order No. 6 of 2018 relating to the National Action Plan P4GN.

BNN Malang is divided into four divisions: Eradication Division, Prevention Division, Community Empowerment Division, and Rehabilitation Division. This section is connected to the cycle of the division, i.e., Group Prevention Program *ibid.* Service society *ibid.* Restoration. The Eradication Division is tasked with uncovering the illegal drug factories or home laboratories and associates involved in carrying out its duties. Endeavor to disclose the crime of money laundering linked to drug trafficking strongly and successfully by applicable laws and regulations. Endeavor to conduct inquiries and investigations. The Prosecution and Community Mobilization Division seeks to create a climate for secondary and tertiary education free from drug abuse and trafficking. It aims to create a work atmosphere free from drug abuse and trafficking, particularly marijuana, methamphetamine, ecstasy, and heroin. Tries to reduce it by involving people in sociologically sound environments compared to the two previous divisions, the Rehabilitation Department, which currently has only one, namely at the BNN head office, has the tasks of seeking to change. The tasks are reporting on opioid addiction, pursuing social care and rehabilitation programs for abusers, victims of violence and drug addiction, pursuing priority-oriented capacity building for therapeutic rehabilitation and social rehabilitation agencies focusing on areas of substance abuse vulnerability, providing more support for convicted criminals, victims of abuse, and drug addiction.

The fourth division is the Department of Prevention, which aims to prevent the misuse and distribution of drugs among high school students and adults. There is a mentality, mindset, and willingness to make workers oppose drug abuse and trafficking. Indonesian Presidential Regulation No. 83 the Year 2007 BNN has the role of assisting the President in The National Narcotics Authority, the Regional Narcotics Commission. Coordination of related government agencies in policy formulation and implementation of operational policies on the availability and prevention of or abbreviated as P4GN for narcotics, psychotropic substances, precursors, and other addictive substances; Perform P4GN by their respective duties, roles, and authorities through the establishment of a task force composed of elements of relevant government agencies. In 2019, BNN Malang City has two times disclosed illicit drug trafficking cases from the compliance activities collected three times P-21 files, where one file is the result of case disclosure in 2018, and 2 other records are reported in 2019 cases. From the case in 2019, 3 defendants were all male. They operated as businessmen with a combined BB of 5 grams of crystal methamphetamine, 1,000 grams of marijuana, and non-narcotics in the form of 4 cell phones, one motorcycle, and IDR 150,000 cash, receiving BB findings weighing + / - 4,000 grams of marijuana.

In the field of prevention, the National Drugs Authority conducted face-to-face socialization this year on the dangers of drug abuse to 52,627 students with 152 activities, private workers or government employees with a total of 6,827 people with 47 events, and the population with 44 events with a total of 2,466 people. Whereas, according to him, distribution coverage reached 27,396 people in Distribution through Digital Media and Radio. In other words, the number of people exposed to P4GN information is 89,316 people or around 10.26 percent of the population of the Malang Region. BNN Malang aims to improve efficiency in substance misuse and prevent and eradicate illegal drugs (P4GN). All members of BNN Malang City are taking steps to enhance efficiency, commitment, and dedication toward achieving the set goals.

This research is expected to contribute theory and add knowledge useful for the development of science, especially in human resource management related to organizational climate, organizational commitment, employee performance, and employee turnover intention.

LITERATURE REVIEW

Management Ability

Management Ability is the capacity to coordinate capital through sufficient technological knowledge, interpersonal skills, and analytical abilities to achieve its goals (Hunger and Wheelen, 2004). That is in line with Siagian's view that managerial skill is the leader's ability to use resources (human and non-human) and tools to make their usage productive, economic, and competitive, which is essential to achieving organizational objectives effectively. According to Siagian (2009), it can be derived from these two opinions that to accomplish defined objectives, a company's leader or entrepreneur must have the ability to execute management concepts generally known as managerial capacity.

Emotional Self

In 1990, psychologists Peter Salovey of Harvard University and John Mayer of the University of New Hampshire first coined the word "emotional intelligence" to describe the emotional attributes that seem important to success. Salovey and Mayer describe emotional intelligence, or what is sometimes referred to as EQ, as a subset of social intelligence involving the ability to track human feelings involving other people's abilities, sort it out, and use it to direct thoughts and behavior (Yulisubandi, 2009).

Within a person's emotional intelligence requires self-control, motivation, determination, and inspiring oneself. When one can inspire themselves, they will be performing well in all areas of work. Emotional intelligence is an ability in learning outcomes that produce outstanding results. The core of this skill is understanding other people's emotions, namely empathy, and social skills can handle others' emotions well (Goleman, 1996).

Gardner (1983) notes that one form of intelligence is monolithic, essential to life's success. Still,

there is a wide variety of intelligence with seven main types: linguistic, mathematical/logical, spatial, kinesthetic, artistic, interpersonal, and intrapersonal. Gardner calls this intelligence personal intelligence, which Daniel Goleman calls emotional intelligence. Based on Gardner's experience, Salovey in Goleman (1996) chose interpersonal intelligence and intrapersonal intelligence to disclose individual emotional intelligence. According to him, emotional intelligence is the capacity of a person to identify one's own emotions, control emotions, motivate oneself, identify the emotions of others (empathy), and create relationships (cooperation) with others.

Emotional intelligence is the capacity to feel, understand, and effectively apply emotional power and sensitivity as a source of human energy, knowledge, correction, and influence. According to Cooper and Sawaf (1999), emotional intelligence includes feeling surveillance to learn to identify, value feelings for oneself and others, react appropriately, and apply emotional energy effectively in everyday life. Emotional intelligence is also the capacity to efficiently use emotions to achieve productivity-building goals and achievements (Mulyadi and Setiawan, 2005).

According to Goleman (1996), emotional intelligence is a person's ability to handle his emotional life with intelligence (to handle our emotional life with intelligence). They are preserving the equilibrium of emotions and their expressions (the appropriateness of emotion and its expression) through abilities of self-awareness, self-control, self-motivation, empathy, and social skills. What is meant by emotional intelligence in this research is the capacity of the leader to identify self-emotion, control one's emotions, motivate oneself, understand the emotions (empathy) of others, and the ability to establish relationships (cooperation) with others.

Emotional intelligence is the capacity to allow one's self to learn to understand and respect one's and others' feelings and react appropriately, effectively apply emotional energy in everyday life and work, and the capacity of an individual to identify emotions. Self-managing feelings, empowering yourself, understanding other people's emotions (empathy), and developing relationships (cooperation) with others.

Quality of Work Life (QWL)

At the 1972 International Labor Conference, the term work-life quality was first used but only gained recognition after United Auto Workers and General Motors' efforts to introduce improved work-life practices and develop work systems. At the time, QWL broadly identified management strategies which included quality control, work enrichment (job enrichment), a trade-union approach, management attempts to maintain mental wellbeing for workers, harmonious labor relations, participatory management, and one form of organizational development intervention (French and Cecil, 1990).

The resulting implementation of QWL is a management perspective for individuals, staff, and organizations. The elements of the QWL are management concerns about the effect of work on people, organizational performance, and the role of employees in problem-solving and decision-making, particularly those relating to employment, career, income, and fate at employment. It is also important to recognize that QWL is not limited to the content of a task because it humanizes the working environment (French and Cecil, 1990).

Nawawi (2005), defined Quality of Work Life (QWL) as a framework that incorporates ways of enhancing the quality of life through better work development. Robbins and Judge (2013) describe QWL as a method of how a company reacts to employee's needs to make choices about their jobs to plan their lives within the framework. Also, according to Flippo (2012), QWL is any activity of improvement that occurs at all levels of an organization to increase organizational efficiency by enhancing human dignity and growth. Quality of work is a process or program implemented by organizations to improve the working atmosphere and make it more productive.

Performance

Performance is a form of resulting work or business in the form of a physical appearance or ideas. Performance is often tied to the perpetrator's competence. Meanwhile, Simamora (2004) stated that performance refers to the fulfillment of the tasks that constitute an employee's work. Performance

reflects how well the employee fulfills the work requirements.

Rivai (2005) stated that performance is a translation of the word performance that is defined as a result or overall person success rate over a certain period to perform a task in comparison with various possibilities. That possibilities are work standards, goals, objectives, or requirements that have been identified and agreed upon in advance. This performance opinion is consistent with Mangkunegara (2006), who stated that success (work performance) is the product of quality and quantity work an employee performs his duties by the responsibilities given to him. In line with the study by Samsudin (2006), who stated that it provides an understanding of performance as the level of task implementation that a person can achieve through the use of existing capabilities and boundaries set to achieve organizational objectives. Nawawi (2005) supports this opinion, which provides an understanding of performance resulting from carrying out a job that offers an experience that performance is an act or behavior of a person that can be observed directly or indirectly. Mulyasa (2004) also expressed a similar opinion which defines performance as work performance, work performance, work performance, work performance, work performance, or work performance. In line with the above, the notion of performance refers to the following characteristics or indicators according to Sedarmayanti 's opinion in Suharsaputra (2010), "Performance in an organization may be said to increase if it meets indicators including quality of work results, the accuracy of a good time, initiative, skills, and communication". Employee's performance is achieved by an employee in the performance of his or her duties or work for a certain period by the competence standards and criteria set for the job.

HYPOTHESIS DEVELOPMENT

H1: Suarningsih (2013), Berberoglu (2018), Sari (2017)

Reinforced by the results of previous research by Suarningsih (2013), which examined the "Effect of Organizational Climate on Organizational Commitment and Employee Performance in Hospitals",

the results showed that the climate organization along with organizational commitment has a significant and concomitant effect (positive relationship) with employee performance. That means that an increase in organizational climate and organizational commitment will improve employee performance and vice versa. Then a similar study by Berberoglu (2018), entitled "Impact Of Organizational Climate On Organizational Commitment And Perceived Organizational Performance: Empirical Evidence From Public Hospitals", found a positive and linear relationship between organizational climate and organizational commitment perceived organizational performance. In addition, Sari (2017) found that the t-test results showed that the influence of organizational climate on organizational commitment had a significant influence between organizational climate variables on organizational commitment to RSIA Eria Bunda Pekanbaru.

H2: Suarningsih (2013), Carlucci and Schiuma (2014), Alvi (2016)

The results of previous research from Carlucci and Schiuma (2014) "Organizational Climate as Performance Driver: Health Care Workers' Perception in a Large Hospital". The result from that research found that organizational climate is a factor to improve individual and hospital performance. If health care workers intuitively perceive organizational climate as an essential performance driver, the meaning of the construct is not entirely clear. In addition, a good level of awareness among health care workers about how and why organizational climate can improve individual and organizational performance is a key issue to address in evaluating and managing organizational climate. Then in 2016, Alvi (2016) researched "The Influence of Culture and Organizational Climate on the Performance of Paramedics at XYZ Hospital". The result from that research found that organizational climate affected the performance of paramedics. It was concluded that the stronger the organizational culture and climate, the higher the level of performance.

H3: Nojehdehi et al. (2013), Putra and Utama (2018)

Nojehdehi et al. (2013) researched "A Comparison of Organizational Climate and Nurses' Intention to Leave Among Excellence Awarded Hospitals and Other Hospitals in 2013 (Comparison of Organizational Climate and Nurses Turnover Intention between Leading Hospitals and Other Hospitals in 2013). from that research, it was found that the organizational climate is an organizational variable that can be examined in hospitals and are important factors that cause unpleasant such as the intention to leave their workplace and eventually leave this profession. Then according to Putra and Utama (2018), their research with the title "The Influence of Organizational Commitment and Organizational Climate on Employee Turnover Intention at PT. Jayakarta Baliindo" found that organizational climate has a negative effect on turnover intention.

H4: Aninditarini (2013)

Supported by Aninditarini (2013), research on "Turnover Intentions Judging from Organizational Commitment to Qolbu Insan Mulia Hospital Employees (QIM) Batang", the results show that there is a very significant negative relationship between organizational commitment and turnover intention. The higher the organizational commitment of the employee, the lower the turnover intention in the employee. Conversely, if the organizational commitment of employees is low, the turnover intention will be higher.

H5: Panda (2015).

Previous research conducted by Panda (2015) in the study "The Influence of Job Satisfaction and Performance Performance With Employee Transfer Intentions at Hotel Yuta Manado" found that job satisfaction positively affects intention to move. However, a performance that shows no significant effect on employee turnover intention.

H6: Putra and Utama (2018)

Then according to Putra and Utama (2018), their research with the title "The Influence of Organizational Commitment and Organizational Climate on Employee Turnover Intention at PT.

Jayakarta Baliindo” found that organizational climate has a negative effect on turnover intention.

H7 :Carlucci and Schiuma (2014), Alvi (2016), Panda (2015).

Another study conducted by Carlucci and Schiuma (2014), their research with the title “Organizational Climate as Performance Driver: Health Care Workers’ Perception in a Large Hospital”, found that organizational climate is a factor to improve individual and hospital performance. In line with the research of Carlucci and Schiuma (2014) in Alvi (2016), researched “The Influence of Culture and Organizational Climate on the Performance of Paramedics at XYZ Hospital”, it was found that organizational climate had an effect on the performance of paramedics. It is concluded that the stronger the organizational culture and climate, the higher the overall performance level of the organization’s members.

Concerning the turnover intention by Panda (2015), in his research “The Effect of Job Satisfaction and Performance Performance with Employee Transfer Intentions at Yuta Manado Hotel”, found that job satisfaction has a positive effect on the intention to move. However, a performance that shows no significant effect on employee turnover intention

METHOD

The concept of this study is a framework of thinking that is used as a guide for gathering and testing hypotheses about leaders’ strategic capacity, emotional intelligence, job quality, and performance of employees. This research uses a path analysis model (path analysis) since there is a me-

diation between the independent variables and the dependent variable to determine the impact of management skills leadership (X1), emotional Intelligence (X2), and work-life quality (M) on employee performance (Y).

In this study, the population was all Malang City’s National Narcotics Agency employees, with 33 participants. Research that includes all population representatives is called the complete survey or census (free sampling), 33 people. The usage of this approach is true if the population members (less than 100) are relatively small. Testing instruments and hypotheses using SPSS 20 software help in this analysis. There are exogenous variables, endogenous variables, and mediating variables in this analysis’s structural equation model. Exogenous variables are not influenced by previous variables (antecedents) while preceding variables affect endogenous variables. For this research, the exogenous variable is the organizational skill of the leader and emotional intelligence, and the endogenous variable is the employee’s output. There is one variable with the antecedent variables (variables before) and the following variables (variables later) in the model equations, variable it is called variable mediation consistency of work life. In this study, the relationship between variables and structural equations can be explained as follows:

1. The direct effect of managerial competence and emotional Intelligence (X) on employee performance (Y) = p1
2. The indirect effect of Leadership and Emotional Intelligence (X) on Performance Officer (Y), Managerial Leadership and Emotional Intelligence (X) on Quality of Work Life (M), and then on Performance Officer (Y) = p2 x p3.

If the model is expressed in the form of an equation with a structural model, the following will appear:

1. $M = b1.X1 \text{ plus } b2.X2 + e1$
2. $Y = 2.X1 + 2.X2 + 3.M + e2$

Including:

M : The quality of life at work

Y : Employee Performance

b1 3 : Coefficient of directional regression.

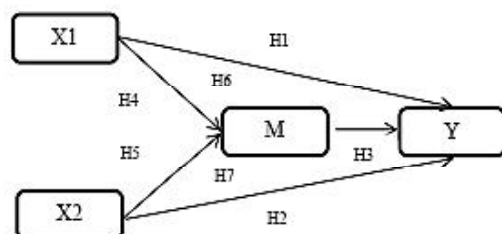


Figure 1. The Method Of Analysis

X : Managerial Management and Emotional Intelligence
 E1...3 : error

RESULTS

Path analysis is a formulation of correlation analysis focused on a path diagram that researchers hypothesize in explaining the causal influence

between variables by defining the coefficient of correlation into direct and indirect effects. Path analysis can be viewed as an extension of the linear regression analysis, as it uses a calculation similar to linear regression but using a standardized (standardized) observation value. Then the path coefficient in the linear regression model is essentially the beta coefficient

Table 1. Influence Between Variables

Impact	Path Analysis	t-count	p-value	R2
X1 → M	0,582	6,956	0,000	39,7%
X2 → M	0,585	6,993	0,000	39,9%
Total				79,6%
X1 → Y	0,299	4,708	0,000	11,9%
X2 → Y	0,590	9,256	0,000	23,4%
M → Y	1,517	17,675	0,000	60,3%
Total				95,6%

Description :

X1 = Capability Managerial Leadership ,
 X2 = Emotional Intelligence,
 M = Quality of Work Life ,
 Y = Employees Performance

The equation formed for the direction is:

$$M = X1 \cdot 0.582 + X2 \cdot 0.585$$

$$Y = X1 \cdot 0.299 + X2 \cdot 0.590 + 1.517 M$$

The direction coefficient of Leadership Managerial Ability to Work-Life Performance is 0.582. Each change in the Leaders' Managerial Skill variable is 1 point, and the Performance of Work-Life would change by 0.582 times. Managerial Capacity Factor Contribution Chairman of the Quality of Work Life amounted to 39.7%. That means that improvements in the Quality of Work Life amounted to 39.7% due to changes in the Managerial Capacity Chief.

The direction coefficient of Emotional Intelligence on Work-Life Quality is 0.585, which means that the Quality of Work Life will increase by 0.585 times for each rise in the Emotional Intelligence

variable by 1 point. The Emotional Intelligence variable contribution to Work-Life Quality is 39.9 percent, which means that improvements in Emotional Intelligence result in the 39.9 percent improvement in Work-Life Quality.

The direction coefficient of Leadership Management Ability to Employee Performance is -0.299, which means that the Employee Performance will decrease by 0.299 times with each rise in Leadership Management Ability by 1 point. Contribution ability 11.9 percent managerial leadership on employee results means that improvements in managerial skills chief trigger an 11.9 percent shift in results workers.

The direction coefficient of Emotional Intelligence on Employee Performance is -0.590, which means that the Employee Performance will decrease by 0.590 per 1 unit of Emotional Intelligence. Emotional intelligence's contribution to employee success is 23.4 percent, which means that improvements in emotional intelligence trigger an employee performance improvement of 23.4 percent.

The direction coefficient of Quality of Work Life on Employee Performance is 1,517, which means that the employee performance should increase by 1,517 times per 1 unit in the Quality of Work Life. The ratio of Quality of Work Life to Employee Performance is 60.3 percent, which means that changes in Work-Life Quality cause 60.3 percent of employee performance improvements.

Meanwhile, the complete determination of how well the model represents the direction (direction) developed to clarify the data used in the analysis is k revision. The value of the determination coefficient varies from 0 percent to 100 percent, where the higher the determination coefficient, the better the model is used to explain the results.

$$Rm\ 2 = 1 - [(1 - 0.796) \times (1 - 0.956)] = 0.991$$

The total determination coefficient obtained based on the path model calculation is 0.991, which indicates that 99.1 percent of the data used in the study can be explained by the path model used.

Suppose the study data is provided in the form of data descriptions, and precondition tests are performed by checking for normality, linearity, multicollinearity. In that case, hypothesis testing is performed on those data. Test the hypothesis using path analysis techniques (path analysis) in this study. In this study, the analysis conducted gives five direct effects and two indirect effects. The test results showed that the direct impact test of Leadership Management Ability on Employee Performance indicates that t-count (4.708) is higher than t-table (2.045) or p-value (0.000) is lower than alpha 5 percent (0.050), and it is inferred that a substantial influence occurs. Management capability of employee success leaders. When measuring the direct impact of Emotional Intelligence on employee results, it is found that t-count (9.256) is higher than t-table (2.045) or p-value (0.000) is lower than alpha 5 percent (0.050), it is concluded that the intelligence impact is essential. Emotional regarding the success of workers. By measuring the direct effect of Quality of Work Life on employee performance, it is found that the t-count (17,675) is greater than the t-table (2,045) or the p-value (0,000) is less than 5% alpha

(0,050). It is concluded that there is a substantial impact of Quality of Work Life on the performance of employees. In the direct impact test of Leadership Managerial Capacity on Quality of Work Life, t-count (6,956) was found to be higher than t-table (2,045) or p-value (0,000) than alpha 5% (0,050). The willingness to exert considerable control in Quality of Work-Life Management. In the test of the direct impact of Emotional Intelligence on the quality of working life, it is found that t-count (6.993) is greater than t-table (2.045) or p-value (0.000) is less than 5% alpha (0.050). It is concluded that the influence of Emotional Intelligence on the quality of working life is essential. The indirect impact of the Leadership Managerial Skill test on employee efficiency by the Quality of Work Life indicates that the t-count (5.110) is higher than the t-table (2.045) or the p-value (0.000) is less than 5% alpha (0.050).), we conclude that managerial leadership capacity has an important indirect impact on workers' performance through the Quality of Work Life. Checking the indirect effect of Emotional Intelligence on employee performance through the Quality of Work Life reveals that the t-count (5.217) is greater than the t-table (2.045) or the p-value (0.000) is less than 5% alpha (0.050). It is concluded that Emotional Intelligence has a major indirect effect on employee performance through the Quality of Work Life.

DISCUSSION

From the analytical results described above, all the proposed hypotheses are acceptable, meaning that all relationships between these variables are significant, both direct and indirect. In this study, it can be said that BNN Malang City employees' performance is influenced by the leader's managerial ability, emotional intelligence, and the quality of the available work life. In this study, the quality of work-life has a role in mediating the relationship between managerial skills and emotional intelligence on the performance of the employees. Leaders' managerial ability is a major requirement for achieving goals in organizations. One of the factors supporting leadership skills is being able to manage the management of organizational resources well. Not only should management skills turn up. This ability is born

through a long cycle that takes place slowly through an analytical and learning process. Evidence of managerial capacity BNN Malang is the extent to which the working group he leads can perform optimally in this regard. Managers at all levels must demonstrate their emotional closure to subordinates so that subordinates provide support with a solid commitment to group work. Gibb (1969) reported the findings of this research that one group's members are considered to be much larger, louder, more open, and more optimistic than non-leaders.

That needs to be rebuilt from management to convey appreciation verbally and in writing to staff or subordinates as a form of compensation other than material to employees. In terms of organizational commitment, quite many respondents have considerations of profit and loss to the organization/company (continuity commitment) because one of them does not have a sense of indebtedness to the company.

From previous research, this study supports research from Suarningsih (2013), Berberoglu (2018), and Sari (2017), which stated that organizational climate and organizational commitment have a positive and significant relationship.

This study also supports the theory of Litwin and Stringer, as quoted by Toulson and Smith (1994), organizational climate as something that can be measured in the work environment, either directly or indirectly. Organizational climate affects employees and their work where they work, assuming that it will affect employee motivation and behavior, including employee organizational commitment.

From previous research, the results of this study support research from Suarningsih (2013), Carlucci and Schiuma (2014), and Alvi (2016), which stated that organizational climate has a significant positive relationship with employee performance.

Production argues that managerial leadership ability is affected and driven by the employees' emotional intelligence. Research by Goleman (1996) revealed that intellectual intelligence (IQ) accounts for about 20 percent of the factors determining life's success, while other strengths, including emotional intelligence, influence 80 percent. This statement shows that aspects of human behavior play a very

important role in the work environment. Employee behavior toward work is critical to a company's success in running its business. Good emotional intelligence will allow a person to make firm and precise decisions, even under pressure. Emotional intelligence helps an individual to show honesty, too. Individuals with strong emotional intelligence can think clearly when under pressure, behave ethically, stick to values, and desire to succeed. Emotional intelligence includes using emotions to accomplish goals effectively, creating successful working relationships, and achieving organizational success.

From previous studies, the results of this study are different from those of Nojehdehi et al. (2013) and Putra and Utama (2018), which state that organizational climate has a negative and significant effect on turnover intention.

CONCLUSIONS

The findings of this study are as follows, based on the discussion previously described: The results show that the leadership's managerial ability has made a strong contribution to BNN Malang City employees' success. It means that workers believe it can improve workplace efficiency with strong management skills in running the company. The results show that employees' emotional intelligence has contributed significantly to their success in performing their duties as BNN Malang City employees. That means workers believe their output will be improved by providing strong emotional intelligence. The findings show that the quality of work-life in BNN Malang City has contributed well to employee success. That ensures that workers believe it will improve their efficiency with a good quality of working life at their workplace. The results show that the leadership's managerial ability has positively contributed to work efficiency in BNN Malang City. That means that employees believe that the quality of work-life in the workplace (BNN Malang City) will also be improved with a leader who has good managerial skills in managing the organization. The findings showed that employee emotional intelligence had positively contributed to work efficiency in BNN Malang City. That means that employees feel that having good emotional in-

telligence will create a good quality of work-life (at BNN Malang City). The results showed that the managerial skills of the leadership, followed by work quality, contributed to the success of BNN Malang City employees. It ensures that workers believe that it will also improve workplace efficiency with a leader with excellent management skills, followed by a strong quality of work-life. The findings showed that employee emotional intelligence, accompanied by job efficiency, contributed to employees' success at BNN Malang City. That ensures that workers believe that good work-life quality is matched by strong emotional intelligence, which will help employee performance rise.

LIMITATIONS

This research has been carried out as well as possible but still has some limitations that can be stated as follows: Data collection techniques are in the form of questionnaires or questionnaires so that researchers cannot control respondents' answers which do not show the actual situation

IMPLICATIONS

The positive implication is that management can improve the indicators or indicator items of this research variable to reduce employee dissatisfaction that triggers turnover in the future. The negative implication could be that in the future, there will be changes in thinking and situations that change the way of thinking of generations future so that the results of this study could change, for example, concerning the 2020 pandemic situation. This study proves that a good organizational climate supported by organizational commitment and good employee performance can reduce the desire to move (turnover intention) of employees even if the organizational climate directly does not have a significant effect. The organizational climate must be maintained or developed to feel comfortable and increase their commitment and performance. Practically the results of this research will provide input to organizations/companies to improve themselves or make corrections to the things contained in the indicators and items in the research.

RECOMMENDATIONS

It is hoped that the company's management can further increase organizational commitment because the organizational climate can reduce turnover intention by being fully mediated/bridged by organizational commitment. It is hoped that the company's management can optimize employee performance because, in addition to maximizing business productivity, it can also fully bridge the organizational climate in reducing turnover intention.

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